

The National Underwriter

LIFE INSURANCE EDITION

THURSDAY, OCTOBER 2, 1924

IN the ten year period, 1914-1924, The Franklin more than trebled its insurance in force. During the same period the Company's staff of Field Men has been less than doubled. The business written per man has been steadily increasing.

The Franklin Representative in the Field is that type of business man who is satisfied with nothing less than the best. The Insurance which he offers to his public is sound, adaptable to every life insurance need, and issued at rates that are low.

THE FRANKLIN LIFE INSURANCE CO.

Springfield, Illinois

\$155,000,000.00 INSURANCE IN FORCE

Organized 1884

Two Reasons Why the Life Underwriter Must be a Trained Expert

Eighth Paper

Thus far it is merely by courtesy that the average life insurance solicitor is described as a professional man. But it should be the ambition of every conscientious life underwriter to make his calling a genuine profession.

Everyone knows that in the early days it was not believed to be essential for the agent to secure an insurance education. He was regarded as a salesman and nothing more. He was told that his duties were not that of an actuary, and often heard it said that many a good agent had been spoiled by too much education. This misconception was due to the fact that people were ignorant of the *object* of this training. They were right in concluding that the man who unloaded his learning on the public would fail. And they overlooked the very important fact that this education was *for the very purpose of protecting the public against any such infliction.*

If your life depended on an immediate operation you would select a surgeon of reputation and skill. But what would you think of him if, instead of performing the operation, he displayed all his instruments, explained their uses, and delivered a long and technical lecture on anatomy and surgery?

Now, the agent's position is precisely like that of the surgeon. His education not only gives him skill, but enables him to protect his clients against the toil and annoyance of delving into actuarial abstractions.

The highly trained agent can say, "I have investigated this subject. Life insurance rests on foundations as steadfast as the everlasting hills. Nothing is more secure. You know the high reputation of the company I represent. Confide in me. Reveal your financial needs, and I will do the rest."

There is another reason why the agent should have a thorough training. If he is ignorant he will lack confidence in himself. If he is an expert he will be so sure of himself that he will speak with authority. His appeals will be so convincing that his advice will be followed, and he will prosper.

"A little learning is a dangerous thing," but the emphasis here is on the word little. "Knowledge is power," and increases the confidence of the man who possesses it. Hence it is that it should be the ambition of the modern agent to make his calling a genuine profession. To gain power he must gather knowledge. To achieve conspicuous and permanent success he must become a trained expert.

THE EQUITABLE LIFE ASSURANCE SOCIETY OF THE UNITED STATES

120 BROADWAY, NEW YORK

The National Underwriter

LIFE INSURANCE EDITION

Twenty-Eighth Year, No. 40

CHICAGO, CINCINNATI AND NEW YORK, THURSDAY, October 2, 1924

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HAD BIG ATTENDANCE AT INITIAL MEETING

Life Office Management Association Is Formed With 90 Companies Present

MEAD IS FIRST PRESIDENT

Strong Interest Manifest in Purposes of New Organization Started at Fort Wayne

OFFICERS ELECTED

President, Franklin B. Mead, Lincoln National.

Vice-President, Charles J. Diman, John Hancock.

Secretary, F. L. Rowland, Lincoln National.

Treasurer, J. C. Ashton, Provident Mutual.

Directors, Percy C. H. Papps, Mutual Benefit, and Dr. Henry Wireman Cook, Northwestern National, two-year terms; H. P. Leake, Jefferson Standard, and J. G. Parker, Imperial of Toronto, one-year terms.



FRANKLIN B. MEAD

President Life Office Management Association

Ninety companies—the largest number ever represented at the initial meeting of an organization—had from one to four delegates present at the conference at the Lincoln National Life home office in Fort Wayne, Ind., last week, where the Life Office Management Association was formed. A permanent organization was effected on a company basis. Those represented at the initial meeting will be charter members, provided they notify the secretary within 30 days of their desire to join. Others will be welcomed on the usual application for membership. Dues are \$25 a

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PHOTOSTATS OF THE OFFICE ASSOCIATION

THE care of the Lincoln National for the visitors to the Life Office Management Association was both unobtrusive and thoughtful to the last detail. The entertainment provided was an informal dinner at the Fort Wayne Country Club. President Arthur F. Hall was toastmaster and Benjamin Wister Morris, architect of the home office buildings of the Lincoln National, the Phoenix Mutual and several other insurance companies, was the only speaker. The dinner was followed, however, by a couple of skits put on by Lincoln Life talent. The first was "A Life Insurance Office Committee in Action." As probably every one present had "sat in" at similar conferences, it brought down the house. The second was a takeoff on the new association itself, "We Hire Scientifically." The perpetrators had the help of the medical department and the tests imposed on the candidate for a job had point enough to make a screaming farce. The "hippractor" in his test followed the technic of the ordinary medical examination of life insurance applicants.

Served Noonday Luncheons

The noon luncheon each day was served in the company's dining room on the third floor of its beautiful home office building. There were no formalities and no speeches at the luncheons. The great attendance ran far beyond the highest expectations, but all were cared for promptly.

On the first day the luncheon was followed by an inspection of the building, and particularly of the up-to-date methods and mechanical aids. The visitors were taken through in groups by men able to explain the operations. This aroused great interest and on both days many of the less common devices were surrounded by visitors whenever the general or sectional sessions permitted. Hotel and railroad reservations were looked after by the company. Stenographers were provided for the different meetings, and as soon as the registration was completed, lists of those present were available.

MEAD GIVES OTHERS CREDIT

Franklin B. Mead, with his customary modesty, tried to escape the presidency by alleging that the chief credit for the organization was due to someone else. Of course, neither the nominating committee nor any of the members would consider any other name for the honor. All knew the great success of the initial meeting, with its large attendance, was the result of his efforts. Besides, Mr. Mead is not only an able actuary who has had much to do with modernizing life insurance policies so they serve the needs of the public, but as secretary of the Lincoln National Life he is chiefly responsible for the leading position of that company in improved office methods.

"BY RETURN MAIL"

"By return mail" means to most people the mailing of an answer on the same day that a letter is received. To the Penn Mutual it means "by next train." One-hour service is given on some applications. That is, the policy is on its way to the post office within an

hour of the time the application was taken from its envelope in the incoming mail.

This is accomplished by a study of mail train schedules and the sorting of applications so that those are handled first on which the policies can catch the earliest trains, and on which early mailing will make a difference in time of delivery. There are many cities where the usual mailing at close of business means delivery the second day, while earlier mailing will mean delivery within one day.

The first mailing goes out at 10 o'clock and carries policies on applications that were taken out of their envelopes at 9 o'clock. Another mail leaves the office at 12 o'clock, and so on through the day.

SOME STRONG DELEGATIONS

Nine companies from New England and eight from Canada made the best sectional showings, considering the distance. Illinois led in actual number with eleven. Indiana sent eight, while Pennsylvania and Ohio tied with seven each. The most distant company represented was the Great Republic of Los Angeles.

DIFFERENCES ARE ILLUSTRATED

The great field for the association organized at the Fort Wayne meeting is indicated in the widely varying practices of the different companies. Some companies do much more work than others find necessary. Some keep records that others deem useless or mere duplication. One company, by improved methods, may have a much smaller clerical payroll than another that keeps about the same records. A company with a light clerical expense may achieve that result by going too far, as some think, in eliminating records.

An interesting comparison along this line was made in conversation in a group between sessions. One company, with \$50,000,000 in force and \$11,000,000 last year in new business, has 25 clerks at the home office. Another company, with \$150,000,000 in force and about \$25,000,000 of new business, has 175 clerks. Thus the second company, only three times the volume, has seven times as many clerks as the first.

CLASSIFIED THE RECORDS

While there might be general agreement on what records are essential, there are differences of opinion on what are desirable. The Provident Mutual appointed a committee of employees to revise its office practices and the committee approached its work in a way that might well be followed in other offices. The committee, in a thorough study, classified the record under three heads, as follows: First, those that are essential; second, those that are valuable but not indispensable; and third, those that were unnecessary or duplicated some other record.

Naturally the first required a great deal of study. The second also got much attention from the standpoint of methods. The differences among companies regarding the second class account for many of the differences between compa-

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CENTRAL QUESTION IS OPENED BY P. C. H. PAPPS

Mutual Benefit Life's Mathematician Reads Paper on "Essential Office Records"

METHODS ARE DESCRIBED

New Life Office Management Association Hears Discussion on Problem to Be Solved First

The core of all the work to be done by the new Life Office Management Association, organized at Fort Wayne last week, may be found in the topic opened in the paper of Percy C. H. Papps, mathematician of the Mutual Benefit Life. His subject was "Essential Office Records."

Practically the whole occupation of the home office, outside the selling department, is making records on consulting them. Obviously the first logical point is, what records shall be kept? The practice of companies varies amazingly. Some have too many records, while others lack what are more usually regarded as essential.

Not all companies will agree with the Mutual Benefit's practice, but methods and machines, practice and personnel, are all secondary to the central problem discussed by Mr. Papps.

Division of Work Varies

His paper was as follows: "In studying questions relating to the home offices of life insurance companies we find very considerable differences. Duties assigned to the actuarial department of one company may be handled in the secretary's department of another. In one company a large department may combine the responsibilities of several departments of another company and it is not true that the larger companies will necessarily have the most departments. Recognizing these facts, it has seemed wise to confine my remarks to the essential records which a company must have in dealing with its policyholders and I shall touch only incidentally upon the organization of the home office into departments.

Locating the Records

"When we hear from a policyholder, we may know nothing but his name. We may know his policy number. We must be able, therefore, to locate all our office records for an alphabetical index and a numerical index. I imagine it is a pretty general practice to have an alphabetical index which includes the M. I. B. cards, cards showing the company's policyholders, and possibly cards showing the names of those whose applications for insurance have been declined. At any rate, it is essential that there should be an alphabetical list from which the numbers may be obtained.

"It is probable that the renewal cards of each company will be in order of agency no matter how they may be subdivided. If this is the case it is

necessary to have either an alphabetical or numerical index showing how the particular renewal card may be located.

Some Form of Numerical Index

"The advantages of the numerical index are such that it may be assumed that every company will have some form of numerical index which shows for each policy the agency and any other information necessary to locate the renewal card. This particular numerical index may be considered, therefore, as essential. Since application papers are invariably kept in numerical order we have in the application files a numerical index, provided the papers are not out of file. In the company with which I am connected, our application papers are used a great deal. The old form of documentary files was continued until about five years ago. During recent years we have made use of the flat-filing system. All such records as changes of plan, age, amount, etc., are endorsed on the back of the documentary file or on the policy data sheet under our flat-filing system.

Some Records Eliminated

"We have no master cards, so-called, or any policy register cards. After much opposition we were able to do away with our policy register cards ten or so years ago. We had in mind that the numerical index to our renewal cards was an essential record. This small card showed the plan, the age, the agency, the month, and the mode of payment. We added to that card provision for recording the date and mode of termination. From this numerical index card, which is not removed from the files, we find the renewal card if the policy is in force, or we can find the ceased renewal card if the policy is terminated. If the renewal card is lost or out of file we can locate the valuation or dividend card in our mathematical department. We have had no reason whatever to regret the giving up of the policy register cards.

Individual Valuation Card

"In any company, an individual valuation card will be required. It is convenient to have the card punched for sorting. In our office we formerly used the Pierce system under which the information was typed and the card punched at one operation. When the tabulating machine company bought out Mr. Pierce, we were forced to adopt the Hollerith card which necessitates our typing the data as a separate operation. When the new business of the year is sorted and the totals carried to the summary valuation cards, the individual valuation cards may be filed in numerical order and becomes a subsidiary numerical index. When a policy ceases to be in force or any change takes place, the individual valuation card is taken from the files and becomes the card representing the termination or the change, and these termination or changed cards are kept in numerical order.

Record of Applicants

"While it is quite desirable to make my remarks as general as possible, it is difficult to avoid an occasional reference to the manner in which we handle our work in the company with which I am connected. A cumbersome application record book was always considered to be essential. At the present time all the particulars which are really necessary are typed on a 3 by 5 card in the general agency and this card is forwarded to the home office with every sent to the agency department for their records, after which it may be destroyed.

Necessary Copies

"One problem in every office is the preparation of the necessary records in the several departments. In some instances the records are made in a separate department and from there distributed. There is some advantage in having each department responsible for its own records and this may be accomplished by having the policy data sheet, from which the policy is written in the new business department, typed in trip-

GIVE FULLY TO RECEIVE ABUNDANTLY, CLEGG'S MESSAGE TO LIFE UNDERWRITERS

A MESSAGE really addressed to life underwriters generally, although delivered at a meeting of representatives of his own company was given by John William Clegg of Philadelphia, president of the National Association of Life Underwriters, in addressing the mid western regional meeting of the Penn Mutual at French Lick Springs. In that talk, Mr. Clegg said: "The National Association of Life Underwriters is about half the age of our oldest companies, the membership is now approximately 15,000 while it is estimated that there are 40,000 full-time underwriters and about 150,000 who are supplying the companies with business.

Potent Factor in Raising Standard

"The association has been the most potent factor in raising the standard of life underwriting and the creation of a cooperative spirit which has been most helpful in attracting women and men of character and ability, so that today the personnel of our full-time underwriters stands as high if not higher than a similar group in any other line of human endeavor.

"Whether we individually have taken an active part in our local and national movements, we owe much to those who have given freely of their time and money in helping to develop the association to attain its present strength and potency.

Think Concretely of Its Work

"Let us not think abstractly of our association but let us think concretely. The association is merely the sumtotal of the intelligent activity of our individual members. Think for a moment how strong we would be if each one would do his or her bit, even if this could only be membership in our local association and a sympathetic attitude toward those who are trying to develop our association constructively.

"If we were to pay local dues of \$100 annually we could not repay those through whom we have received much directly and indirectly. Those who do not feel that way just do not know how much they have benefited by the work of their fellow underwriters who have the burden of our association work.

"I believe there is much to do in the

licate. The two carbons may then be sent to the different departments in order that they may make their own records. We have a useful check in our mathematical department which may be of interest. Our individual valuation card is prepared from the carbon copy of the policy data sheet. When the original policy data sheet is released by the new business department it is sent to the mathematical department and from that the individual dividend card is prepared. The data obtained from the policy data sheet is in the same place on the valuation and dividend cards. The comparison of the punched holes on these two cards not only checks each card, but eliminates any error that might occur due to the fact that a change may have been made on the policy data sheet and not carried through to the carbon copy.

Bookkeeping With Policyholders

"The bookkeeping connected with the collection of premiums, interest on policy loans and the crediting or paying of dividends to policyholders is necessarily of considerable magnitude. This being the case, any simplification that may be made will be well worth while. At present it is customary for a good many companies to send out premium receipts for collection, and debit these to the general agency or branch on the home office books. It is a much simpler matter to run the addressograph plates, from which the premium receipts are

further development of life insurance in all of its phases but nothing constructive can be accomplished unless we are willing to pay a price. Who pays the biggest price, he who succeeds through continuous work and study or he who fails by loafing on the job? Our future is in our own making if we will just awaken to the possibilities of our individual and collective efforts, but we can accomplish little by observation only. We must give freely if we are to receive abundantly and this is the spirit which is actuating those who are truly interested in the good the National association is doing.

Power of Personality

"Do you realize the power of your personality, and how effective you may become by cooperating with those who are endeavoring to serve their fellowmen as you are? If we each one connected with the Penn Mutual—trustees, officials, general agents, underwriters and clerks—would constantly endeavor to improve ourselves, how much happier and prosperous we would be in trying to accomplish those things which are best for our fellowmen through the service our company offers, part of which depends upon our intelligent activities.

Render Superior Service

"If we as field representatives would continually aim to perfect ourselves in our work of underwriting the economic value of our fellowmen, how much easier it would be for President Law and his fellow-officials and would we not receive our just compensation in the contemplation that we rendered service to which there was none superior?

Volume to Follow Training

"The vice-president of one of our largest New York companies informs me that in the future it is going to disregard volume entirely and devote all its energy and effort toward the training and education of the field force. Volume will be the logical sequence of knowledge and training.

"Let us each one work and study, co-operating with our fellow underwriters through our local and national associations that we may render to our fellowmen service of the highest character."

All on One Card

"It is our practice to carry the particulars of premiums, policy loans and interest, and dividends, all on the renewal cards. It is thus possible to show on our premium receipts a full account with each policyholder. It is quite customary to have complete daily reports made up in the general agency. Our general agency merely sends in a report showing policy numbers and the amount of cash collected. The report also shows particulars of commissions so that the amount for which credit is taken may be audited. When the report reaches the home office the renewal card corresponding to each item is taken from the outstanding section of the drawer. The items of which the cash is the balance, such as premiums, interest, dividends, etc., are listed on the back of the report by adding machine. By keeping the renewal cards in paid and unpaid sections the receipts in the hands of a general agent at any time are easily ascertained. Undoubtedly the simplification of the daily report has relieved our general agents of much work and we

believe that it has also simplified the work in the home office as we are saved the numerous auditing letters which went out under the old system.

Ingenuous Saving in Work

"In May, 1911, I presented to the Actuarial Society a paper describing the manner in which we handled correspondence relating to loans, surrender values, and extended insurances. The plan has been in continuous use in our office and has been of great saving, not only in time, but in paper and filing space. Nevertheless, I am not aware that this plan has been adopted by any other office. We have in each general agency a set of cards showing numbered paragraphs and clauses identified by capital letters. These contain spaces for amounts and dates which are identified by small letters. A 4 by 6 slip showing the policy number, name, agency and date is sent in by the general agent and on it he indicates by a check mark the information desired. The computations are made in the mathematical department and on the department calculation card are entered the paragraphs and clauses to be used in writing the policyholder. These are also entered on the slip received from the general agent. This slip also contains spaces identified by small letters, and the correct amounts and dates are entered on this slip, which is then returned to the general agent.

Two Letters and Carbons Saved

"From this slip the typist in the general agency writes the letter to the policyholder, adding any individual paragraph which the general agent may desire. Under this system the general agent writes us no letter and has no carbon of the letter to file. The home office writes no letter to the general agent. It has no letter from the general agent or carbon of reply to be filed. Two letters and the corresponding carbons are saved as well as the filing space necessary, and the time required for filing. The slip which leaves the general agent and returns to him is of thin paper, which may be filed with the record card relating to the particular policy.

One Register of Doubtful Use

"In our mathematical department we have a set of so-called valuation registers, where new policies are entered in valuation order. These books show merely the policy numbers and the amounts, according to plan and age at entry. Changes, terminations and restorations are recorded in these valuation registers. If for any reason the individual and the summary card records do not balance, it is possible to go to the valuation registers and obtain a group of policies by plan and age. These valuation registers might, therefore, be of great value. As a matter of fact, in our office we have not had to refer to them for any such purpose for a number of years. We have been sorely tempted to abandon them as an unessential record.

Guard Against Duplication

"Inasmuch as I had very few days notice that I was to appear on the program, it has been impossible to in any way adequately cover my subject. However, I am not sure that it would be profitable to cover this subject in more than a very general way. Nothing has submitted application. The cards are printed in slips with a small blank piece of card-board at the bottom of each strip. This makes it possible to type the surname followed by the christian name, at the very bottom of each card. The first letter of the surname is always in a designated position. When the applications reach the home office this card is immediately placed in the visible index file, the name only showing. This small card serves all the purpose of the cumbersome application register and when the policy is issued the card is been said about many records which are essential in other departments of a life insurance company's home office, such as the finance, claims, agency, purchases.

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TRUST COMPANY'S LIFE INSURANCE WORK TOLD

John B. Reynolds of Detroit Addresses Indianapolis Life Underwriters

BUILT UP OWN BUSINESS

Publicity Given to Insurance Advantages to Trust Company and Life Companies as Well

INDIANAPOLIS, IND., Oct. 1.—How the Union Trust Company of Detroit has built up its own business by advertising and boosting for life insurance in general through advertising and other forms of service was told graphically by John B. Reynolds, assistant treasurer of the company, before the opening fall meeting of the Indianapolis Association of Life Underwriters Friday. A large attendance marked this meeting and Mr. Reynolds' talk was enthusiastically received, his topic being "Our Experience in Cooperation with Life Insurance Companies."

Get Good Will of Three Classes

In making a study of plans for increasing the trust company's business Mr. Reynolds said that they had hit upon the plan of winning the good will of three classes of the best salesmen in the community—life insurance agents, real estate men and attorneys. A business extension department was created by the trust company and through this campaign were launched for securing the good will of these classes of salesmen.

"We set about to adopt the insurance men of Detroit," the speaker said, "and make them our salesmen." In the first place the idea had to be sold to the directorate of the trust company which, Mr. Reynolds said, is literally a blue book of the community. This was not an easy task but was successfully accomplished.

Visited Agencies Personally

Mr. Reynolds personally visited the leading general agents of Detroit to find out just what they might want of the trust company. He found them prejudiced against banks and trust companies and not disposed to receive approaches. Some of this prejudice was broken down by these visits and then questionnaires were sent to general agents and agents, including questions regarding the loss of lump sum insurance money by beneficiaries and the experience as to insurance trust plans. The response was gratifying and the replies were briefed. A full-page advertisement was run in the daily papers by the trust company, in which it was stated that the startling proportion of 85 percent of lump sum life insurance money was lost or squandered by beneficiaries soon after it was received. Another "ad" showed the many ways in which insurance could contribute to a family's protection even down to the administering of the estate.

Helps Itself in Helping Insurance

Insurance men began to drift into the trust company to see what was back of these ads. "What are you going to get out of such advertisements?" they asked, as the ads carried very modest references to the trust company. The reply was that the trust company was friendly to the insurance business and believed that, in helping people to be thrifty through life insurance, it would also be helping its own business.

Letters were then written to agents, endorsing sound life insurance over the signature of the Union Trust Company, which agents could use in soliciting. "If

PLANS FOR CONVENTION

GUESTS TO BE ENTERTAINED

Many Features Will Be Provided for the American Life Members at New Orleans

NEW ORLEANS, LA., Oct. 1.—Preparations are now being made for the entertainment of the members of the American Life Convention and the visitors here, at the time the organization meets in this city.

The opening gun will be fired by the Legal Section, its annual meeting coming on Oct. 13-14. A number of members, however, have arranged to arrive in New Orleans Oct. 12 and some Oct. 11. Oct. 11 falls on Saturday. That will give two days for golf previous to the annual American Life Convention golf tournament, which will be held during the time the Legal Section is meeting. The play will be over the New Orleans Country Club course.

To Have Golf Dinner

On the evening of Oct. 14 a dinner will be given by the Pan-American Life to the golf players and guests at the Country Club with President Crawford H. Ellis of the company presiding.

The annual banquet of the convention will be held Oct. 15. This will be the first evening of the convention. Heretofore the banquet has been held on the evening of the second day. The idea of having the banquet come the evening of the first day is to get the members more closely together. The executive session will be held the evening of the second day. Joseph B. Reynolds, president of the Convention, will act as toastmaster. Eugene J. McGivney, vice-president and general counsel of the Pan-American Life, is arranging to entertain the lawyers at a luncheon the first noon at the Louisiana restaurant.

Entertainment for Ladies

The wives of the Pan-American Life officials are planning entertainment for the visiting ladies. The details have not all been arranged, but there will be a luncheon at the Country Club, a theatre party and a ride around New Orleans. There are many points of interest to visit in New Orleans.

C. W. Welty, vice president and general manager of the Lamar Life of Jackson, Miss., has written the members of the American Life Convention inviting them to stop off at Jackson before or after the convention at New Orleans.

Jackson is only a few hours' ride from New Orleans with good railroad facilities between the two points.

The Lamar Life is building a magnificent new home office building. Mr. Welty invites all company officials who can do so to stop at Jackson and inspect the new structure.

The building is 11 stories high and is modern in every respect. The company will occupy two floors for its own use. The building costs approximately \$600,000. It will be ready for occupancy Dec. 1.

the trust company says it's good it must be all right," the prospect would admit. The president of the trust company signed these letters personally. By this time the agents began to believe the trust company was really friendly and closer relationships developed. "We found that life insurance men were beginning to recommend our trust company where opportunity arose," said Mr. Reynolds.

Pamphlets Distributed

The trust company prepared a lot of pamphlets on various phases of life insurance and distributed these to lists of policyholders furnished confidentially by general agents, a pamphlet being sent out each month by the trust company. Reply cards were enclosed and inquirers

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BIG GALAXY OF TALENT

PENN MUTUAL MIDWEST MEET

Regional Convention at French Lick Springs Featured Unusual List of Speakers

FRENCH LICK SPRINGS, IND., Sept. 30.—The midwestern regional convention of the Penn Mutual Life here featured a galaxy of star speakers. Attendance was limited to big producers and a small delegation from the home office, including President William A. Law, John W. Clegg, president of the National Association of Life Underwriters; William H. Kingsley, vice-president in charge of agencies; Ralph Humphreys, assistant to the vice-president; E. Paul Huttering, home office tax expert; Dr. James P. Hutchinson, associate medical director; Stewart Anderson, manager of the bureau of field service; George R. White, associate actuary, and Malcolm Adam, supervisor of applications and death claims and registrar.

President Law Opens Program

The first morning's program included addresses by President Law, Colin S. Campbell, Oklahoma City general agent; R. W. McWilliams, "The Value of Intensive Cultivation," in which he told how he wrote 150 applications during his second year in the field; Lee M. Gillette, Detroit general agent, "Systematic Preparation for Solicitation"; Ralph Fischer, St. Louis general agent, "The Development of Prospects"; Mr. Humphreys, "The Successful Underwriter," and J. S. Knox, "The Type of Salesmen Needed Under Present Conditions." Will O. Ferguson, general agent at Evansville, Ind., who has just returned from a trip to Europe, presided at the opening session.

John Murray, Cleveland general agent, was in the chair at Tuesday afternoon's session. Vice-President Kingsley was the first speaker, followed by Jack Lauer, a Cincinnati agent, "My First Year." Mr. Lauer, a new man, said he had entered the life insurance business at the suggestion of his wife. He won applause when he said: "Never let people think they are doing you a favor by giving you their business. On the contrary, you are favoring them, by influencing them to buy what they need, and being able to get the contract for them." His motto in dealing with prospects is: "Let your insurance be your positive estate, and the balance of your investments the extra for luxuries."

Underwriters' Head Is Speaker

Mr. Lauer was followed by B. L. Holton, Waterloo, Ia.; G. H. Alexander, Toledo, O., "How I Sell Life Insurance to Farmers"; Walter A. Scott, Marshalltown, Ia., and Carlton M. Vail, Chicago, "The Preparation of Life Insurance Cases." (Mr. Vail's talk appears elsewhere in this issue.) National President Clegg discussed "The Value of Income Insurance" and made a plea for larger membership in the local underwriter associations, after which Mr. Huttering spoke on "New Aspects of Insurance Taxation"; L. L. Newman, general agent at Fort Wayne, Ind., on "My Experience in Closing an Outstanding Case for Inheritance Taxes," and J. S. Knox on "Service."

The final session was held under the joint chairmanship of Charles J. Iredell, Cincinnati general agent, and Arthur W. Finley, general agent at Louisville, Ky. Dr. Hutchinson spoke on "Medical Aspects of Double Indemnity." Other speakers were Associate Actuary White, "Aiding the Field Force"; John H. Byrne, Cleveland, "The Contribution of the Field Force to the Home Office"; Malcolm Adam, "When the Policy Matures as a Death Claim," and an inspirational talk by Stewart Anderson entitled "Several Things."

ROUND TABLES TAKE UP OFFICE PROBLEMS

Sectional Conferences at Management Meeting Discuss Difficulties That Are Met

METHODS OF DIRECTION

Permanent Department of Clerical Control Are Weighed Against the Committee System

The great pressure which the growth of business has put upon companies to simplify their home office methods has led to the adoption of various plans for directing home office work. The extent to which this pressure is felt was indicated by the remarkable attendance at the organization meeting of the Life Office Management Association at Fort Wayne last week. The plans for directing the work vary from a separate department in charge of all activities, down to the occasional meeting of department heads for discussion of coordination of effort.

Two Principal Plans

Where a serious and continuing attempt is made to keep efficiency up to the highest notch one of two principal plans is apt to be followed. The first is a standing committee on office methods, and the other is a separate department charged with the routing of work through the office and the supervision of the clerical force. One of the sectional conferences at the Fort Wayne meeting was on the respective merits of these two plans.

L. C. Ashton, secretary of the Provident Mutual, was chairman of this sectional meeting. The Provident Mutual has just made an exhaustive reorganization to expedite the flow of work through the office, with excellent results. In his paper opening the session Mr. Ashton described the committee plan, which was used by the Provident Mutual.

Selected From Employees

The first question was whether the committee should consist of officers or employees. It was decided to select employees, not only because of their closer touch with actual details, but because much help was expected from the entire staff, and it was felt suggestions would be made more freely to fellow employees than to superiors. This was especially true of suggestions that might imply criticism of superiors. Therefore, on the committee of ten members there was only one officer, the secretary.

The wisdom of this decision seemed to be proved when the committee got to work. Many valuable suggestions were made by the employees, who often sought out a committeeman from another department rather than their own. All the work of every department was assigned for investigation to subcommittees. No committeeman took part in the investigation of the work of his own department. Reports were made to the main committee, where they were threshed out or referred back to the subcommittee for more information.

No Extra Compensation

When the committee was ready with a recommendation a report was formulated. More than 40 reports were made, running to more than 500 typewritten pages. As the committee has been at work a little less than two years, this is an average of nearly two a month, which indicates much hard work. Where possible, committee members were relieved of their regular duties, at least in part, but there were many night meetings. No specific compensation was

given the members for extra work, but problems gave them an opportunity to show executive ability that has led or may lead to promotions.

Before a report involving changes in methods was made, it was taken up with the department head concerned. If the suggestions met his approval, as it often did, it was put into effect. If he disagreed he might convince the committee and the report would be revised. If there was a disagreement, the question went to the vice-president under whose jurisdiction it came. The committee itself was unanimous on every report.

Operations Speeded Up

One of the principal reasons the company had for revising its methods was that things took too long to go through the office. Of the applications, for instance, only about 25 percent got through so policies could be mailed the same day. This has been brought up to about 75 percent. Other operations have been speeded up as well. The principal changes were in the regrouping of departments. Formerly an application traveled up and down stairs several times before a policy could be issued. Now it goes in a straight line. Many departments were moved bodily from one floor to another. The adoption of mechanical devices also helped both in speed and economy.

Choice of Methods

The section was supposed to bring out a comparison of the committee system with the central and permanent planning department, but there was no speaker for the latter plan. One suggestion is that the committee plan may prove effective in an older company, where there are many experienced employees, while the central planning department is almost the only option of a new company. For example, in another sectional meeting it was brought out that in one of the younger companies, the average experience of two-thirds of the employees was only eight months.

Organizing the Office

Divisions in a home office take various forms. There may be two main divisions or many small ones. It will usually be found that where a company has only two main divisions, its subdivisions correspond to separate departments in other companies. That is because the

work divides naturally. How it is apportioned depends on individual ideas.

Probably most companies recognize three main departments in home office work. The first is that of new business, the second the accounting department and the third, the actuarial. Where there are only two departments the accounting and the actuarial are combined. These divisions refer to the insurance activities, and do not include the selling or production department. The agency department, the medical and the investment departments are usually more or less independent, as their activities do not require fitting into the clerical operations of the rest of the company.

Department of New Business

The new business department receives the applications and passes on routine cases, issues the policies and makes the records. Issued business passes to the accounting department for permanent handling, or one record may go to the actuarial department if that is separate.

It is after the policy has been issued that the problem of division of labor becomes knotty. Records must not be multiplied on account of the expense, yet they must be adequate to meet demands from any direction. Work must be assigned where it can be done best. For instance, it must be determined whether first premiums can best be collected by the new business department or the accounting department.

Answer Is Not Simple

The answer is not simple. If the accounting department handles first premiums, what shall be done with checks that accompany the applications? They must be deposited, but until the new business department is through with the case, the accounting department has no record to which to post them? If the new business department collects the first premium, must it set up a separate accounting department for cases where collection is made after delivery of the policy? How will accounts be handled with agents, who collect both new and renewal premiums? Will there be confusion or unnecessary work?

Has 62 Separate Sections

These points occur at the outset. They are duplicated when it becomes necessary to subdivide within a department. Policy loans, reinstatements, changes in

policies, correspondence, and innumerable other things call for resubdivision as the business grows. One company represented at the office management meeting has 62 separate sections handling different kinds of work.

One of the round-table conferences on the second day was on the organization of the home office clerical force in a growing company to permit most efficient control and efficient operation. Franklin B. Mead was chairman and described the system of the Lincoln National. In the discussions innumerable questions were brought up and showed the great variations in detail between companies.

Multiplicity of Problems

The multiplicity of problems that have to be solved in home office management is amazing, running from prompt service to agents and policyholders to the matter of time-clocks and vacations for clerks, from valuation of policies for the annual statement to the opening and despatch of mail. It is not surprising that the mere item of clerical salaries runs from \$1,500 to \$1,800 a year per million in force, the figure given by one company.

At the meeting last week for the organization of the Life Office Management Association, A. B. Furner of the Penn Mutual Life conducted the conference which was given over to discussion of methods designed to furnish quick service to agents in delivery of policies after applications were received. The description of Penn Mutual methods, which are in effect those of the Fidelity Mutual and a few other companies, was most interesting. Applications received at 9 a. m. in the Penn Mutual office from the Detroit and Cincinnati agencies, for instance, are tagged with a "10 A. M." slip and if the papers are in correct shape, the policies are mailed at that hour. Portland, Me., Burlington, Vt., and Manchester, N. H., are in the 12:30 class and other agencies are served in the 2:30 mail, the last for the day. Mr. Furner stated that 92 percent of the applications received were furnished with policy contracts mailed the same day.

Applications Are "Zoned"

All applications are "zoned" and the different colored mailing tags, attached

to each, indicate what must be done as regards mailing. There is a "match up" department which checks all the processes of policy issue and each point visited by the application has to register the time it was received with initials of the responsible party. Delays are thus checked and the responsibility placed for same. And there is constant watch kept on this and offenders are called to account.

Avoid Unnecessary Travel

Papers are routed so as to avoid any unnecessary travel, the doctors have been induced to abandon offices and to sit at a long table that papers may come to them quickly and be examined without delay and each process through which an application passes has been so systematized that the time saving is enormous. The "Ditto" machine does its share also and five cards go out with each policy containing all the records wanted by the agency office, the cashier's department and the agent himself. Any agent who has had a policy delivered to his office and has asked for it that he may deliver it without loss of time, and has been told by the cashier that record cards had to be made first, will appreciate the value of this "Ditto" work. Mr. Furner stated that agents in the field appreciated the service given them mightily and that his office had much evidence of this.

Keep After the Doctors

Delays due to faulty medical examinations reports are always reported to the examiner in a way that may make for less of this in the future. Mr. Furner stated that when a medical was missing, a letter was written to the doctor every day until it was received. A doctor in San Francisco might delay only a few days but before his report was received he would receive four or five letters asking for it. Some of the doctors get impatient, it was said, at the way the company keeps after them but it seems to work out for the general furtherance of the idea of promptly serving agents with policies in every way possible. Many policies are sent out, of course, with instructions to hold same for inspection report and these are released always by telegraph.

A point of particular interest to agents
(CONTINUED ON PAGE 25)

TRAVELERS NAMES NEW HOME OFFICE GROUP SUPERVISORS



J. E. MOSCHEL



J. S. REBER, JR.



F. E. MOSS



J. E. McNEAL

THE agency department of the Travelers announces the promotion of Assistant Managers J. S. Reber, Jr., J. E. McNeal, J. E. Moschel and F. E. Moss to be home office group supervisors. Mr. Reber, a graduate of the University of Missouri, was for a num-

ber of years with the Bell Telephone Company and had served as assistant manager at the Kansas City and Hartford branch offices of the Travelers before joining the home office agency staff. Mr. McNeal, a graduate of the Yale Forestry School, has served as special

representative of the group department, as special agent at Minneapolis and Buffalo and assistant manager at the latter city. Mr. Moschel received his college training at Northwestern University, and was in the grain business for a number of years. He joined the

Travelers in 1921 and since June, 1923, has been assistant manager of the Peoria branch office. Mr. Moss has been connected with the Des Moines, Cedar Rapids, and St. Louis branch offices of the Travelers and was made assistant manager at St. Louis, April 1, 1924.

RIVALS THE BEAUTY OF THE SCARLET TANAGER



This Prize Spurs Salesmen to Supreme Endeavor

Give Classic Duofold to Policy Holders Too

The Over-size Pen with the 25-Year Point

13 Ways to Boost Business via Duofold

To Salesmen

- For most new business written in specified time
- For most renewals
- For most collections
- For birthdays, Christmas presents
- For convention gifts

To Agents

- For most new business
- For most renewals
- For smallest percentage of arrears
- For Christmas and birthday gifts

To Policy Holders

- For good will
- For big initial payments
- For policy renewals within specified time
- For leads and prospects

NOTHING stirs ambition and puts the salesman on his mettle like a chance to win a lasting and beautiful memento of his sales prowess. And nothing you can offer at anywhere near the price will spur him on as will the Parker Duofold — the black-tipped lacquer-red Pen Classic with the 25-year point.

One agency of a nationally-known life insurance company offered Duofold to salesmen who would produce a certain amount of business in a given length of time. The manager writes, "Forty-seven per cent of them qualified and own the pens and all seem very much pleased with them. Fourteen per cent of them would have sold the amount required without any prize, the other thirty-three per cent would not. Even the men who did not qualify increased their production."

Your men will respond in a like manner if you make Duofold the incentive. Your present policy holders will appreciate this gift when it's time

to renew. Or you may make salesmen out of your present policy holders by offering Duofolds for sales leads.

Your Men Produce the Business Before You Buy the Pens

You need not spend a cent for pens until your men have won them. Hence you can't lose. If the new business is not forthcoming, you are not one cent out of pocket.

Mounted with Your Emblem or Insignia of Merit

Your company's emblem mounted, or the winner's or customer's name engraved on the Duofolds you award is the final touch. Only a moderate extra charge is made for this work.

Write Today for Quantity Discounts Allowed by Parker Dealers

Use the attached coupon if you wish, enclosing reproduction of design if mounting is desired and do it today. And please give name of your dealer.

Address 21 Industrial Department

THE PARKER PEN COMPANY · JANESVILLE, WISCONSIN

Parker
Duofold
With The 25 Year Point

LUCKY CURVE

OVER-SIZE

\$7

Duofold Jr. 65
Same except for size

Lady Duofold 65
With ring for chatelaine



Red and Black
Color Combination
New Trade Mark
U. S. Pat. Office

WHAT INSURANCE MEN SAY:

Central States Life Insurance Company: "We put on two different contests offering Duofold Pens as prizes. Found our salesmen very eager to obtain these prizes because they all recognized the value of Duofold Pens."

Commercial Casualty Insurance Co.: "We not only have found these pens very attractive and useful to our agents and very much appreciated by them, but we have been using them in our office to a considerable extent and almost universally they are preferred to any other make."

Prominent Supt., The Prudential Insurance Co. of America: "We are very pleased with the result (of our contest) and believe that much of the interest in the contest was due to the reputation which the Parker Pen enjoyed in this office. I would not hesitate to offer Parker Pens as prizes if we were desirous of securing an exceedingly large amount of business."

Agents for The Equitable Life Assurance Society, Missouri State Life Insurance Co., North American Life Insurance Co. and Northwestern Mutual Life Insurance Co., Milwaukee, Wis., are among those who have used Duofold with extremely gratifying results.

MAIL THIS

THE PARKER PEN CO.
Industrial Dept. 21
Janesville, Wis.

You may send us full details and quantity discounts on Parker Duofold Pens and Pencils.

Concern Name _____

Attention _____

City _____ State _____



General Agents Wanted

in

Washington
Oregon
Idaho

Michigan
Virginia
Kentucky

Unusual opportunities and attractive contracts to men who are good **PERSONAL PRODUCERS** and who have ability to **ORGANIZE** an agency.

Must have details regarding **insurance experience**, production in each of last three years, and particular **territory** desired, in first letter.

For booklet "Why the Minnesota Mutual" write

O. J. LACY

2nd Vice-President—in Charge of Agencies

**THE MINNESOTA MUTUAL LIFE
INSURANCE COMPANY**

SAINT PAUL

MINNESOTA

On General Agencies

Some companies establish branch offices in various cities with salaried positions. And excellent results are obtained.

But the Atlantic Life believes in the General Agency system, where men work and build for themselves as well as for their company. It is looking for men who can build first-class General Agencies doing a big volume of business every year. To such men opportunities are unlimited.

The Atlantic Life is 24 years old, soundly established, and operating under most able management. Every possible aid and encouragement is given to our men. We want general agents of character in Alabama, Kentucky, Georgia, West Virginia, Michigan and Texas.

Atlantic Life Insurance Company
Richmond, Virginia

EDMUND STRUDWICK
President

W. H. DALLAS
Superintendent of Agents

CONTINENTAL AGENTS IN ANNUAL CONVENTION

Chicago Company Host to Members of "One-Two-O" Club

NEW POLICIES ANNOUNCED

Strong Program of Sales Talks Conferences and Entertainment, Filled Two Days

The annual agency convention of the Continental Assurance of Chicago, held at the home office last week, was featured by announcement of new policies, new rates and underwriting changes which will greatly add to the field men's portfolio. These changes are explained in the policy section of THE NATIONAL UNDERWRITER. Over 100 members of the "One-Two-O" club met for the three-day conference and enjoyed a strong program of addresses on business-getting methods, well interspersed with entertainment.

Behrens Extends Welcome

H. A. Behrens, vice-president and general manager, extended the welcome to the club members and in his talk also outlined the policy changes being effected by the company. E. L. Grant then spoke on "Continental Service."

In a discussion of finding and developing prospects for business, F. W. Smith, general agent at Toledo, Ohio, said that there are two places to look for prospects, in factories or business houses, and in homes. In seeking the former, it is wise to get an introduction to some official of the company, to cultivate his friendship and through him secure access to the employees. To get into the homes, the best way is straight friendship. Mr. Smith said that he has found that tips from friends and acquaintances do not always lead to the best prospects, for frequently these tips are given to several of his competitors also.

The biggest problem of the life insurance agent is finding live prospects, but after they are found, the real test lies in developing them, leading them through the pages of friendship through the sale.

Discuss Business Insurance

"Business Insurance" was the topic assigned to E. J. Phelps of Davenport, Iowa. He said that credit is in direct proportion to the care taking to secure capital, and that life insurance is one of the surest methods of stabilizing credit. In case of the death of one member of a partnership, the surviving partner may be at the mercy of the heir of the estate, for they may demand their share of the proceeds, necessitating the sale of the entire business, or the sale of the share which belongs to the deceased partner to the survivor. Such a demand may cause the forced sale of the business at a great loss, or seriously impair the credit if the other partner tries to purchase the entire business.

There are many by-products of business insurance that are also valuable. Mr. Phelps told of one man who had borrowed \$17,000 on his policy in time of a business depression when money was difficult to secure, loaned it on a sound business that was in need of money, and within 30 days made a very handsome profit.

General Agent M. L. Killian of Canton, O., told of some of his methods for holding the prospect's undivided attention. He always writes out every important fact or figure as he makes his presentation so as to hold the attention of the eyes as well as of the ears. He finds it much easier to sell the prospect in his private office where there are very

few distractions, for it is very hard to keep the mind of the prospect fully engaged when people are continuously passing. He endeavored to concentrate and to sell in 15 or 20 minutes if possible.

Dingman's Strong Address

The feature of the second morning's session was an address by Dr. H. W. Dingman on "Underwriting." Dr. Dingman attempted to point out the mutual interests of the field and the home office on the question of underwriting. He opened his address by a mock "election of officers," naming certain outstanding agents to the various official positions and then asking what would be their outlook on the underwriting problems. Dr. Dingman pointed out that the home office underwriter is by no means the authority on underwriting, but is merely the final authority. The first underwriter in life insurance business is the agent, next comes the applicant, then the examiner, followed by the home office inspector, and finally, the chief underwriter. Each one of these has an interest in the case, and has an influence in selection.

The agent was credited by him as being the most important, and for this reason Dr. Dingman commended the agency force of the Continental for the selection of risks which the agents have made heretofore. He said that the applicant had no small influence in underwriting, as is clearly illustrated through many hazard reports. He said that the selection against the company was notable in certain cases where there was a possibility of choice with an advantage to the prospect under one or another. Dr. Dingman then discussed the importance of the examiner in underwriting and urged every agent to be constantly on the alert for good timber with which to develop this end of the business. As a final safeguard the home office underwriter puts his seal of approval on the application. Dr. Dingman pointed out, however, that he does not believe in the home office underwriter acting as a referee on the opinions of the first four, but rather as a member of a conference group of five, each having an equal share in the decision.

Points to Moral Hazard

He then proceeded to outline the eleven important divisions of the application questionnaire, pointing out the importance of each and every section and the need for complete information on every point. In outlining these, he explained why the home office must take action in some cases that possibly appears arbitrary to the field forces. For instance, in the question of habitat, life insurance companies have found that certain sections required unusual caution in underwriting in that section. Again certain races have been found to give an increased mortality hazard, a shorter expectancy. However, Mr. Dingman said that the moral hazard section of the questionnaire is the most important, as it brings out the good faith of the prospect.

Told of Policy Service

E. G. Timme then spoke on "Policy Service", outlining the company's program of service to the agents in connection with the writing and issuing of policy forms, particularly the formulation of special contracts. Mr. Timme said that the company is always ready and willing to help the agents in this connection, although he warned that the indiscriminate issue of special contracts hampered the field man in his production.

H. H. Bomar of Dallas, Texas, spoke on "Placing Rated-Up Policies" pointing out that the essential in this connection is to have the prospect well sold in the first place. Mr. Bomar made a comparison between life insurance and fire insurance in this connection, saying that the prospect for fire insurance did not object to a differential in rate, based on difference in construction materials or location of plants. He said that the life prospect should not protest against

a differential for increased hazard in life insurance, as the policyholder paid exactly for value received in any case.

The morning session was closed with a talk by E. H. Smith on "Keeping Business on the Books", which reviewed the conservation program of the company and the need for resisting further increases in the lapse ratio. Mr. Smith told of the three-fold loss through a lapse to the company, agent and policyholder.

Johnson Views Field

The final session was opened with a talk on "A Broad Field for Business" by L. L. Johnson, manager of the service department at the home office. Mr. Johnson gave a forceful talk showing the tremendous growth of the life insurance business and the opportunities now before the life agents. He said that it has grown to be a vast field in recent years and that there are many indications that it is still in its infancy. He said that its future growth is particularly aided by two chief developments, a realization of increased life values and the sale for specific needs. Mr. Johnson said that the public as a whole is becoming more thoroughly acquainted with proper life values daily, this being evident in many ways. He referred to the increased units being sold by liability companies, based upon the courts' recognition of greater life values. The old average policy of \$1,000 is being replaced by a bigger figure. The inadequacy of such an amount is readily seen and the public is realizing this. Another important development is the sale of life insurance to meet specific needs and this is being seen in many ways. Life income, educational, old age income, mortgage replacement, taxes, business and many other forms of life insurance are now on the market, each adding to the tremendous annual sales and educating the public to the need for ample life insurance.

H. & A. Given Prominence

The balance of the afternoon session was given over chiefly to a discussion of health and accident insurance. James Fewel of Minneapolis spoke on "Non-cancel" showing the value of the non-cancelable health and accident policy to the life agent. W. E. Lord of Cincinnati spoke on "Health and Accident Insurance" explaining some of the methods he has used in developing his business to its present proportion. Mr. Lord's agency being one of the outstanding offices in the country. D. W. McFall of the home office led a discussion on the subject and answered many important questions along this line. The agents' program was closed by R. J. Neckerman who gave a discussion on "Multiple Line Agencies", Mr. Neckerman devoting most of his talk to a discussion on disability insurance as related to life insurance.

Managers Form Association

Immediately following the agents meeting, the managers held their annual meeting, at which the "Finding and Developing of New Men" was the topic of discussion. In the evening, the annual banquet of the "One Two O" Club was held at the Congress hotel, with H. G. B. Alexander, president of the company as toastmaster. The 1924 club officers of the One Two O Club were inaugurated, these being A. W. Wanek, president, and J. D. Jepson, vice-president.

Thursday night the entire convention attended the Garrick Theatre, and Friday night the annual One Two O Club Banquet was held. The One Two O Club Banquet was a wonderful success. After an evening of splendid entertainment and inspiring talks, James Weber Linn, professor of English at the University of Chicago, and a Continental policyholder, took the floor and kept his audience in an uproar through his humorous handling of the subject "The Tragedies of Insurance."

During the Convention the Managers' Association, composed of managers and general agents of the Continental Assurance, was formed to cooperate with

the company in a practical manner for the betterment of business. The first year this association will concentrate on developing practical methods of finding and developing new men. The Continental heartily endorsed the club and its entire program. The officers for the year 1924-1925 are: President, B. F. McClelland; secretary-treasurer, John M. Cronin; vice-president, W. C. Hermann. The Continental Service Bureau will considerably broaden its activity by devoting considerable time to the education of agents. The Policyholders' Service Department reported its progress during the past year, in which it has been instrumental in conserving a very large volume of life insurance.

TRUST COMPANY'S LIFE INSURANCE WORK TOLD

(CONTINUED FROM PAGE 3)

about insurance were directed to the particular agents the trust company found they had been talking to where possible. Meetings of agents were addressed and good will was strengthened in every way. Plans were developed for saving renewals and the trust company developed a plan of deposits whereby premiums could be accumulated by deposits extending over a year. Where deposits were not kept up regularly the trust company sent out its own representatives to make collections. This got the trust company a lot of clients and Mr. Reynolds says hardly a day passes that they do not get a new account of this sort brought in by some insurance man.

The trust company also became loan agent for a number of life companies and loaned insurance money to help people build small homes. The unpaid mortgages were covered by insurance as much as possible. Last year the company loaned \$20,000,000 in this way.

Mr. Reynolds showed 12 of the full-page ads used by the trust company. All of them were strikingly illustrated with well prepared drawings and the text strongly advocated life insurance for various purposes. These ads were also reduced to small reproductions which were furnished agents without charge and were useful helps in soliciting.

Aids Agents in Soliciting

The trust company also has an understanding with agents that, where a trust company representative can help in soliciting a case, he will be sent at once. An agent calls in that he has a case where the prospect wants trust company endorsement and a representative is sent to him at once while he waits.

All this service has paid the trust company in a big way, Mr. Reynolds declares, as the growth of the department shows. He recommended that Indianapolis life men go to their banks and trust companies for similar support.

A recommendation from the National Association that Oct. 1 be made National Insurance Day was read and a committee was appointed to look after the proposal.

This was the first meeting at which Paul W. Simpson, manager of the Indianapolis branch of the Aetna Life, has presided since his election as president of the Indianapolis association and he was given an ovation when he called the meeting to order.

Plan Union Central Meeting

A western committee of general agents is preparing the program for the annual convention of the Union Central Life, which will be held in Estes Park next year, this committee consisting of Harry O. Steel, Omaha; A. R. Edmiston, Lincoln; C. C. Wyandt, Abilene, Kan.; C. J. Fisher, Tonka, and A. D. Bonfield, Kansas City. They met in Kansas City recently, Jerome Clark, assistant superintendent of agencies, being present. The company holds alternate conventions at the home office and in some outside center of special attraction. Four years ago the convention was in Florida, two years ago at New Orleans.

IOWA OPPORTUNITIES

with

THE INDIANAPOLIS LIFE INSURANCE COMPANY

In Iowa For District Managers

The Company Has Just Entered the State of Iowa
COMPANY'S AGENCY PLAN:

Compact territory, worked intensively, under capable district managers, with liberal first-year commissions, and renewal contract direct with home office.

QUALIFICATIONS

Under 45 years of age, good health, good education, ability and experience both in personal sales and developing men.

WORKING TOOLS

A Purely Mutual Company—19 years old.

\$46,000,000 Insurance in Force.

Low Initial Premiums, reduced by liberal annual dividends, resulting in Very Low Net Cost.

Satisfied Policyholders, and

A clean and wholesome record all the way through.

In 1923 and 1924, the Company paid an EXTRA DIVIDEND OF 20%.

An average of 26% increase in dividend scale goes into effect November 15, 1924.

DIVIDEND RECORD OF POLICY No. 809

Issued, 1906

\$10,000—20 Payment Life—Age 35

Year	Annual Dividend	Net Premium
1906		\$331.60
1907	\$41.30	290.30
1908	42.70	288.90
1909	44.60	287.00
1910	45.80	285.80
1911	47.10	284.50
1912	48.00	283.60
1913	53.90	277.70
1914	55.80	275.80
1915	57.40	274.20
1916	(Reg. Div.) 59.80 (Extra Div.) 66.30	205.50
1917	61.80	269.80
1918	64.30	267.30
1919		331.60
1920	61.10	270.50
1921	70.10	261.50
1922	73.00	258.60
1923	(Reg. Div.) 75.80 (Extra Div.) 15.16	255.80
1924	(Reg. Div.) 78.70 (Extra Div.) 15.70	237.20

For Particulars Write Home Office

FRANK P. MANLY
President

JOE C. CAPERTON
Agency Manager

LOUISIANA STATE Life Insurance Company

Has Its Own Actuary

Martin R. Scott, formerly with the Royal Union Life of Des Moines, Iowa, has accepted a position as Actuary for the Louisiana State Life Insurance Company, of Shreveport, Louisiana



A Wall of Protection

What we desire our agents to see, the vision we want them to get, is that when they place a policy they are building a wall of protection about some home in their community. We want them to realize that it rests with them to make this wall just as high and as strong as it is possible for their earnest convictions to make it.

A "Wall of Protection" built of Ohio National policies, which includes Disability (2 forms), Double Indemnity, Non-Cancellable, Accident and Health, three forms of Juvenile Half Rate, Whole Life and Monthly Premium Policies, we believe is a wall that will firmly meet the assault of the enemy.

We have several good opportunities for General Agents and District Agents in:—

Ohio—Pennsylvania—Michigan—Iowa—Nebraska—West Virginia—Texas—Tennessee—Kentucky—Arkansas and New Jersey.

for men who can prove their ability.

For information write (in confidence if you desire)

The Ohio National Life Insurance Company

T. W. APPLEBY, President
W. F. MACALLISTER, Agency Manager

FEDERAL LIFE CLUB IN ITS ANNUAL SESSION

Two-Day Convention Held in Chicago by Company's Star Producers

ENJOY STRONG PROGRAM

Del Monly Heads Organization for 1924, While Meier Was Named President of Inner Circle

Over 100 members and guests of the producers' clubs of the Federal Life of Chicago gathered at the home office this week for the annual business sessions of the Federal Life Club and Inner Circle. The program extended over two days, filled with able addresses on business getting and mutual problems of company and field men, a third day being given over to conferences with the home office. The convention was featured by the company's announcement of some new policy forms and a new rate manual, showing reductions in cost. One entire afternoon was devoted to an analysis of these.

Welcome by Hamilton

The first day's sessions of the Federal Life Club was called to order by the retiring president, Mrs. G. G. Peaper of St. Louis. After the consummation of routine business, Isaac Miller Hamilton, president of the Federal, was called on for an address, extending greetings from the home office. Responses were made by W. Hall Edwards of Oklahoma City for the life department, and by George E. Meier of Illinois for the accident and health department. The presentation of production prizes by President Hamilton closed the morning session. The afternoon session was devoted to an explanation of the new policies and rates by L. D. Cavanaugh, vice-president and actuary, and the election of officers. The annual banquet of the club was held in the evening.

Del Monly Elected President

S. J. Del Monly of San Antonio, Tex., was elected president of the Federal Life Club, A. A. Cervantes of Missouri, first vice-president, and R. J. Jeffs of Omaha, second vice-president. The winners of production prizes for the year were: life department, R. S. Pope, Michigan, first; C. E. Scruggs, Texas, second; and W. Hall Edwards, Oklahoma, third; accident and health department, S. J. Del Monly, Texas, first; H. H. Thomas, Illinois, second; Stan Witowski, Pennsylvania, third; and R. A. Ridgway, Missouri, fourth; and monthly accident and health, Bert Hunt, Ohio, first; L. O. Wright, Georgia, second; and C. W. Revell, Georgia, third.

Vice-President George Barmore presided over the banquet Monday evening. The chief address was made by President Isaac Miller Hamilton, who just arrived a few days ago from a summer spent abroad. President Hamilton took the time to hit some of the high spots on his pilgrimage. He made a number of observations as to the customs of the people and objects of interest. Other speakers were Vice-President E. C. Budlong, W. E. Lewis and J. P. Mahoney, two directors of the company; T. R. Weddell of the "Insurance Post" and C. M. Cartwright of THE NATIONAL UNDERWRITER.

Many Sales Talks

George Barmore, vice-president and superintendent of agents of the life department, opened the second morning's program with an address on "Service," in which he said that service is the basis

of success and no agent can hope to attain his goal without rendering unequalled service to his prospect, his company and himself. There was a discussion on this, led by Hugh W. Smoot of Missouri. A sales demonstration was then given on the sale of a partnership business policy, W. Hall Edwards of Oklahoma City taking the part of the agent, Ben Thorp of Dallas, Tex., that of the senior partner, and A. A. Cervantes of Missouri, that of the junior partner. The two partners offered unusual resistance to the agent, but he closed the deal in spite of this.

A talk on monthly action and health insurance was given by R. E. Ellison of Kansas City, who has had remarkable success in developing that branch of the business. Mr. Ellison said that the monthly class of business is the easiest to obtain. He said that 10 calls a day would secure on an average two good prospects, which would mean 25 a month, the basis of a satisfactory first year premium income. Bert Hunt of Ohio discussed the talk, again emphasizing the need of personal contact. He said that the chief problem is how to write the business so that it will stay on the books.

Dr. Jenney's Talk

Dr. F. L. B. Jenney, medical director, spoke on "Delays in issuance of policies and how the agent can help to avoid them." Dr. Jenney outlined at length the causes of these delays, grouping them in four classifications, errors or omissions on the part of agents, examiners, inspectors, and the medical department. He said that the importance in view of the number of omissions followed the order named. Dr. Jenney explained many of the problems before the medical department, showing that although certain actions may have the opposite appearance, the medical department always wants to help the agent and place the business, if in any way possible.

R. A. Ridgway of Kansas City presented a life insurance program for a specific case, this opening a discussion on the sale of life insurance to meet specific needs. Mr. Ridgway pointed out that while the agent should urge the placement of adequate insurance, the proposition should not be overdone. There is a difference between a desired program and an essential program, and the latter is often all that can be sold. A. W. Pettit, claim adjuster at the home office, then spoke on the adjustment of accident and health claims, pointing out that satisfaction of the policyholder, company and the agent constituted the program of that department. He said that the field men could aid the claim adjuster in many ways, particularly in properly selling the business, so that only due claims will be filed. He said that the field men could also benefit through the payment of claims, as each claim check is a splendid selling talk. He said that the claim department, realizing this, is now working out a plan to supply all life agents with a complete list of all claimants paid and the necessary details in each case.

Rapid Fire Sales Talk

G. D. Lloyd of Dallas, Tex., opened the afternoon session with a forceful talk on the "Federalized Travel Accident Policy." This is a \$2 disability form, of which Mr. Lloyd has sold 10,000 in the past year. He told the value of this small policy which, he said, could never be turned down by a prospect, known or unknown. He then presented a sales demonstration, showing his manner of selling one a minute, the basis of his 10,000 sales in the year. Mr. Lloyd showed how it particularly works hand in hand with life insurance, saying that he has built a prospect list for life insurance of over 10,000 names in the past year. President Isaac Miller Hamilton of the company then spoke at some length on cooperation between the field forces and the home office, referring to the recent merger of the Bankers Accident with the Federal Life. The Federal Life Club session was then adjourned by the new president.

S. J. Del Monly, the meeting immediately being called to order as the annual session of the Inner Circle. E. B. Forsythe, president of the club, presided. Club officers were elected as follows: George E. Meier, president; Mrs. M. E. Carroll, first vice-president; and C. E. Scruggs, second vice-president. The first address was on "Know Your Policies," by E. C. Budlong, vice-president, and superintendent of agencies of the accident department. Mr. Budlong's unprinted subject was "Know Your Stuff," the more dignified title not entirely covering the question. He said that no agent can meet with success if he does not thoroughly acquaint himself with his company, his policy and the fundamentals of the business. He compared the business as it is transacted today with the methods in use when he was in the field 25 years ago. He said that while it was not considered an essential to "know your stuff" in those days, it is now the basis of life underwriting and salesmanship in all branches of insurance.

A sales demonstration on noncancelable insurance was then given and also a demonstration on the sale of life insurance programs to meet specific needs. T. J. Wood of Oklahoma City spoke on "Why the Federal when selecting a company."

Spoke on Conservation

Charles A. Atkinson, vice-president and general counsel, spoke on "Conservation of Business," pointing out the value of a conservation program from the viewpoint of company, agent and policyholder. He said that lapsed policies constitute the greatest financial loss of the business to each of these interests. Mr. Atkinson said that the matter is one that is chiefly up to the agents. Although the company is ready and willing to help wherever possible in preventing lapses, it is essentially a field problem, and the agents must exert every effort possible to eliminate this evil. The convention was closed with an address on "policy contracts" by W. E. Brimstin, secretary of the company.

CENTRAL QUESTION IS OPENED BY P. C. H. PAPPS

(CONTINUED FROM PAGE 2)

ing and other departments. It is necessary to be constantly on the watch to see that there is no unnecessary duplication of records in several departments. The division of the home office into a reasonable number of important departments is less likely to result in duplication of records than if a more pretentious division into departments is made. This does not mean that every department cannot properly subdivide into numerous sections where similar functions are grouped.

Full Use of Equipment

"Many companies have found it profitable to have a central stenographic force. We have in our actuarial departments somewhat extensive investments in computing machines and it is well that these machines should be kept running fairly steadily. It should be understood in all departments that any extensive computations may be sent to the actuarial department and that department should recognize that the operation of the various multiplying machines on work for other departments is one of their responsibilities.

Agree on Essentials

"In conclusion it may be said that if those responsible for the home office records can agree upon what is essential for the company as a whole, no matter in what departments they may be located; and if records kept in one department are not duplicated in another, beyond what safety may demand; we shall have kept our office records down to the minimum. A study of existing records, with these thoughts in mind, may result in the elimination of some unessential records."

MICHIGAN COMPANIES CONFER

Questions of Home Office Management Discussed at Meeting of Executives at Lansing

LANSING, MICH., Sept. 30.—Life insurance companies with home offices in Michigan are hoping to increase considerably the efficiency of their home offices as a result of a conference here last week at the offices of the Grange Life. The meeting, which was attended, in addition to the local company, by officials of the Detroit Life, Michigan Mutual and American Life of Detroit and the Agricultural Life of Bay City, was one of a series of quarterly conferences of executives, designed to promote mutual interests of Michigan companies.

Office methods and plans to better the morale of the home office forces were discussed in considerable detail by the executives, who included the president, vice-president, medical director and actuary of each company.

Discuss Staff Meetings

A point over which considerable contention arose was the advisability of general meetings of the entire home office staffs. Some of the conferees argued that occasional meetings of the office force have a tendency to bring about greater loyalty to the organization on the part of employees and to give members of the organization a broader idea of the companies' aims. This was denied by others, however, who declared that such meetings, except for the possible inspiration to be had from addresses of executives, were largely a waste of time. It was declared that most of the less responsible members of divergent departments were only bored by discussions of matters about which they could understand nothing and that the net result of such gatherings was not worth the trouble they cost. Those favoring the general meetings finally wavered and admitted that in all probability meetings of department heads and group meetings of department staffs accomplished more in the long run toward bringing about employee loyalty and office efficiency.

Seek Departmental Cooperation

Greater cooperation between investment, agency, underwriting, medical and legal departments was advocated and heads were urged as necessary to bring about unity of policy.

What should constitute a day's work in the offices was discussed at some length and a system for promotion of capable employees was advised as conducive to good feeling and high efficiency in the office force.

THERE is no commodity in the world which has such range of value as TIME. In these United States it has over one hundred million different prices. Each man fixes his own price. Some men make their hour bring a price in the three and four figure area, with a unit digit leading; others, represented by a string of ciphers, at beginning and end.—George F. Keck.

Representatives of the New York department are making the customary examination of the Home Life and Mutual Life and the Equitable Life of New York.

More Than a Square Deal

There is a Spirit of Generosity in THE CLEVELAND LIFE. There is the full knowledge that the men in the field are regular fellows—real human beings, subject to all human emotions and frailties, and the spirit of generosity prevails in all transactions between Home Office and Field Force.

Agency openings in Ohio, Pennsylvania, West Virginia, Kentucky, Illinois, Indiana and Michigan present opportunities for men who are working for success to succeed in a bigger way. Write to us. In all matters you will get more than a square deal.

THE CLEVELAND LIFE INSURANCE COMPANY

WM. H. HUNT, President

Home Offices

Cleveland, Ohio

POLICY LOANS CAUSE LAPSES

Have You found a way to stop this waste?

Our plan IS saving millions for many Companies and is the result of twenty-two years of careful research and experience.

THE OTIS HANN COMPANY

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The Security Mutual Life Insurance Company of Lincoln, Nebraska

For information regarding a General Agency in

IOWA

SOUTH DAKOTA

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write M. A. Hyde, Assistant Secretary

A WESTERN COMPANY with WESTERN IDEALS

MUTUAL LIFE OF ILLINOIS

HOME OFFICE

SPRINGFIELD, ILLINOIS

An Old Line Legal Reserve Life Insurance Company

A Company of Service

Service to Policy Holders

Service to Agents

Service to the Public

Operates under the Famous "Registration Act" which requires the reserve on every policy issued to be deposited and held in Trust by the Insurance Department of the State

Live Up-to-Date Policies

Ordinary Life

Limited Payment and Endowments

A few good openings for good live producers in Illinois. Correspondence Invited.

H. B. HILL, President

N. H. WALT, Vice-Pres. and Agency Director

JAS. FAIRLIE, Vice-Pres. and Actuary

DR. J. R. NEAL, Sec.

OFFICERS FIGHT BACK

RESENT ATTACKS ON COMPANY

Management of International Life & Trust Declares That Discharged Agents Try to Injure It

MOLINE, ILL., Oct. 1.—The fight between B. A. Shearer, former agent for the International Life & Trust of this city, who has continued to hold stock in the company, and its officers went into the courts again last week when Shearer filed petition in the Rock Island circuit court asking for a receiver and an accounting of funds. He claimed mismanagement and fraudulent statements as to financial status and charged that the claim of liabilities of \$873,206 with assets of \$1,015,907 is erroneous and that the assets are far below the liabilities.

J. O. Laugman, president of the company, recently presented his resignation but it has not been acted upon and he is in effect still head of the concern. Joseph Bodeen, vice-president, is named also in the petition.

Answer Is Filed

An answer to the suit filed the day after its filing stated: "The company denies the material allegation contained in the complainant bill and alleges that B. A. Shearer, Charles Wright, both discharged agents, conspired with G. H. Vancleve and divers other persons unknown for the purpose of destroying the business of the company and depreciating the selling price of the stock of said company that said conspirators might purchase said stock at a nominal price and obtain control of the company."

"That in pursuance of said conspiracy said agents have sent out communications directed to the stockholders of said company to carry out said design

in slandering, libeling and depreciating the good name of the company, and the value of the stock and business of the company, and also in slandering, libeling and belittling the officers and directors of the company who would not lend themselves to such conspiracy; that as a part of the general plan, B. A. Shearer started and caused to be started by persons with him 12 separate and distinct suits against the company, all without merit and for the apparent purpose of annoying harassing and interfering with the business of the company; and that the company has not been held liable in any of such suits."

HAD BIG ATTENDANCE AT INITIAL MEETING

(CONTINUED FROM PAGE 1)

year. Participation is limited to full-time employees or officers.

The conference was held on the call of Franklin B. Mead, secretary and actuary of the Lincoln National. The object of the association is the exchange of ideas for expediting business and reducing the expense of home office administration. The vast field for study and also the wide diversity of practices became evident during the Fort Wayne sessions. Although the number of important problems suggested for consideration led to the division of the program into eight sectional meetings, besides the general sessions, there was no section or discussion that did not lead into many related questions. The wide interest was shown by the fact that many companies had four representatives present, so that each of the group meetings going on at one time could be covered.

Questions Press for Solution

That one meeting a year will be found sufficient for the new association is doubtful. The rapid growth of business has made organization questions

pressing with a large number of companies. Few questions can be solved by themselves, and those responsible for efficiency will doubtless find further conferences valuable before recasting their systems.

The association will systematize efforts that have been going on informally to a surprising extent. Many speakers referred to correspondence they had had with other companies on various difficulties. Many delegates first learned at the meeting that there were solutions to troubles they had thought unescapable. The discussions bring out points that would hardly be touched on in correspondence, and make available to all the benefits that would be confined to those exchanging information by mail.

Welcomed the Visitors

President Arthur F. Hall welcomed the visitors at the opening session on behalf of the Lincoln Life. He said that economy and efficiency not only widen the field for life insurance by reducing cost and so making it available to larger numbers and in larger volume, but the prompt handling of business has a more direct effect in increasing sales. The experience of all companies duplicates that of the Lincoln National. From a few clerks handling all parts of the work, the staff grows to larger proportions, with divisions and subdivisions of labor and the problem of organization grows serious from the standpoints of both efficiency and expense. Mistakes are made, sometimes expensive ones, but there would be even more if a company could not profit from the experience of others.

Principles Are Developed

Office administration, he said, comprehends the selection and training of clerical workers, the development of a co-ordinated plan of operation making for harmonious and effective functioning of all departmental groups and the proper selection and use of the mechanical and physical factors. Study of these problems and experience have developed

some fundamental principles. What they are and how they can be applied are the things that define the scope of the new association.

The Lincoln National has put its administrative activities under what it calls its "personnel and planning department." This embraces not only the adaptation and pay of the clerical personnel, but the study of methods.

Three Addresses at First Session

F. B. Mead presided at the first general session. There were three prepared addresses on the program. After Mr. Mead had outlined the ideas leading up to the calling of the conference, Dr. Henry Wireman Cook, vice-president and medical director of the Northwestern National Life, read his paper on the influence of the administration of the office organization upon the home office activities of life insurance companies. This was published last week. He was followed by D. F. Dvorak of Chicago, a consulting expert, on the application of machinery to home office work, with particular reference to the tabulating machines. The third paper was by Percy C. H. Papps, mathematician of the Mutual Benefit Life, on "Essential Office Records." Mr. Papps' topic touches the very heart of the whole administration problem and his paper is given elsewhere in this issue.

Interest in Punch Cards

Discussion of Mr. Papps' paper suggested nearly all the problems of the clerical department, including the use of duplicating devices and punch cards, and indicated wide difference in practices. Punch cards are not much understood, perhaps because companies are just growing up to them, and because their utility is being constantly developed. Indeed, it is likely that the utility and consequent economy of punch cards will be carried much beyond the most advanced present practice. Mr. Dvorak, who had this specific question, was extensively questioned. One point made

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Sole Protection of Policyholders

PROGRESSIVE :: CONSERVATIVE

The Growth of Oak The Solidity of Granite

On Agency Matters Address, CHARLES F. COFFIN, Vice-President

was that the use of punch cards should be begun much earlier than is generally supposed, because the admittedly small saving in operating cost on small volumes is helped out by the saving of what would later be a large expense of changing over when that becomes necessary. On the discussion \$15,000,000 in force was given as the point where the punch machines should be adopted.

Standardizing Clerical Salaries

At the second general session, Harold C. Pennicke of the American Central Life described a plan of salary standardization for clerical employees developed by that company. A thorough statistical study of all the kinds of work done in the office was based on time cards kept by each employee for one week. The card was divided into 5-minute periods for each day, and the employee set down for each such period the kind of work he was engaged in during the period. The classifications to be recognized had been previously worked out and numbered, so that it was only necessary to enter a number in each square. Each kind of work was given a valuation determined by the qualifications required to do it properly, such as education, experience, intelligence, dexterity, etc., and by the market rate of pay at Indianapolis for such requirements.

Range of Salaries Set

With this data, the various tasks were graded, and a minimum and a maximum salary established for each grade. Regular additions were allowed for length of service and proficiency, but the salary for the grade is not carried above the maximum, either for experience or proficiency, nor for both together. Those who reach the maximum will stop there unless they qualify for a higher grade. It is expected that those who stop will eventually leave the service of the company, and the company considers that desirable.

Made Saving in Salaries

The plan has been in operation about a year and has saved \$20,000 in salaries, about half of which, however, has been passed back to the employees under the additional pay feature. The saving is due partly to the avoidance of waste time discovered through the survey, and partly to better work induced by the system. The saving is figured on payroll, but is actually greater because no account is taken of the additional work handled owing to the growth of the company, nor of the fact that several salaries are in a new department not in existence when the plan took effect. Mr. Pennicke is manager of the service and planning department of the company. His talk was illustrated by lantern slides of some of the charts worked out in evolving the system and the wage scale.

Drien on Peak Loads

The "peak load" is a nightmare in every company that has not mitigated its evils and the paper on "Meeting the Peak Load Problem in the Life Insurance Office," by G. A. Drien of the Connecticut General was listened to attentively. The struggle with annual statement has been much modified with most companies, but it still forms a peak. Peak loads, however, come from several sources, and in approaching the problem the Connecticut General studied every department to determine the busy and the slack periods. First was the annual peak due to the preparation of the statement, and second was the monthly peak upon the close of each month's business. Then there were the occasional peaks due to drives and campaigns, special and departmental activities, etc., as well as the ordinary fluctuations in the flow of new business.

Are Hard to Manage

It is the occasional peaks that are hardest to manage. The annual and the monthly peaks can be modified by planning. Much of the work in fact can be done early and in slack times. Centralized control in a planning department permits the handling of many other

peaks through transfer of employees. Through this department, clerks in a division where work is slack are transferred to one where it is heavy. Then department heads planning special work are required to notify the planning department as far in advance as possible, and when circumstances permit, the extra work is fitted into a slack period. The substitution of mechanical for hand work has greatly modified the peaks in routine work.

In the Connecticut General the group department is practically the only production department affected by a real seasonal peak, which in this case occurs in December. As the other departments are then too busy to permit relief by the transfer of employees, the company expects this year to meet the peak by the temporary employment of women who left its service to be married. It has found in previous cases that the temporary employment of inexperienced help is not satisfactory. Arrangements have already been made with many of the former employees to return in December.

Filling Up the Valleys

While the peaks force themselves on the attention, the valleys are no less worthy of attention. These can be filled with work that can be done in advance, thus utilizing the time and also relieving the succeeding peaks. Both routine and special work can be scheduled for the "valleys."

Control of the vacation schedules is an important part of the peak load problem. The Connecticut General meets this by taking on high school pupils on a permanent basis at graduation, and assigning them regular positions as vacancies occur, or through the ordinary expansion of business.

Payment for overtime is practiced by the company. While there is often objection to this, the company has found no bad effects. "Soldiering" during the day in order to make overtime necessary is the evil often cited, but has not been observed in the Connecticut General's office. Employees working less than one hour overtime are not expected to ask for pay.

The second day was given over to sectional conferences, with the election of officers in the afternoon. There were four sectional meetings in the morning and four in the afternoon, reports of which will be found in another column.

The remarks of Mr. Mead in opening the sessions were very brief. He said:

"There are 88 companies represented at this meeting by 143 representatives. This statement alone is enough to demonstrate that there is a great need or desire for constructive work in the field of home office organization and administration among the life insurance companies of this country and Canada."

"I am reminded of the preliminary meeting of the Actuarial Society 35 years ago at the Astor house in New York City when there were 27 actuaries present for the purpose of forming the Actuarial Society of America. Prior to the formation of that society this country found it necessary to look to Canada and Great Britain to fill vacancies in the actuarial field, where there were trained men who had been developed by the Institute of Actuaries in England and the Faculty of Actuaries in Scotland. On the other hand, in this country where there was no organization of actuaries, most of the men practicing actuarial work were but little developed in the principles of actuarial science."

"However, following the organization of the Actuarial Society of America and later on of the American Institute of Actuaries, there has been developed a large and growing body of men expert not only in strictly actuarial science but expert in the general field of insurance as well. Likewise, I cannot but feel that, as the result of the formation of the organization which I am sure will follow from this meeting, there will be developed a great body of experts and specialists in the field of life insurance office management and administration. I believe that constructive work in this direction is now in its mere infancy."

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Z. E. MARVIN, Founder

THE MUTUAL LIFE

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Those considering life insurance as
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CAN YOU QUALIFY

For a General Agency proposition in Missouri, Minnesota or South Dakota, with a Company which gives real service to its Agency force, and under direct Home Office connection.

Des Moines Life and Annuity Co.

"The Company of Co-operation"

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CEDAR RAPIDS LIFE INSURANCE CO.
A GOOD WESTERN COMPANY

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Up-To-Date Policies Liberal Contracts
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IOWA

A text book for beginners, a review book for experienced men, a book that every life insurance man should have—Jacob A. Jackson's "Easy Lessons in Life Insurance" \$1.50, including Quia Book supplement. The National Underwriter, 1262 Insurance Exchange, Chicago.

WHY

The Columbus Mutual Life Insurance Company Prospers

First: Because it is organized and run on correct principles. Direct agency contract. Vested renewals. Unrestricted territory. Automatic promotion. Perfected endowment policies.

Second: Because the policyholders and the agents are assured of fair treatment.

Third: Because we play no favorites and give every agent an equal opportunity.

Fourth: Because it is a clean cut proposition through and through, efficiently and economically managed, making money for everyone connected with it—taking care of policyholders first—paying agents liberal commissions—paying stockholders good dividends—paying officers moderate salaries—honest to the core.

Do you want a life insurance home where you will be protected and assisted in your efforts to build an agency and a renewal income to take care of your declining years?

We have a home for you.—Write us.

The Company where dreams come true.

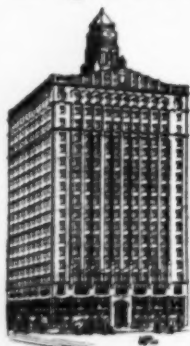
The Columbus Mutual Life Insurance Company

Columbus, Ohio

C. W. BRANDON, President

D. E. BALL, Secretary and Actuary

EQUITABLE LIFE of IOWA



Now Occupies Its NEW 18-STORY HOME OFFICE BUILDING In Des Moines

With increased facilities it is now better prepared than ever before to render service to its policyholders, agents and friends.

Pictures Tell the Story

Cartoons will give your house organ that all necessary sparkle. Use them to put over your message or your special sales contest. Send for proof sheets.

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PROVIDENT L. & A. OPENS NEW BUILDING

"DEDICATION WEEK" for the Provident Life & Accident completely absorbed the public interest in Chattanooga, its home city. On the day when the company's new building was first thrown open to the public 5,000 persons were guests of the company at a housewarming celebration between the hours of 2 and 9 p. m.

The Chattanooga "News" issued an 18-page Provident supplement, packed with facts and figures revealing the impressive growth of the company from a little one-room affair to the dominant institution it has now become. Leading merchants, bankers and civic organizations of the city joined in their congratulations to the company and to the city upon the completion of so handsome a building.

A feature of the week that attracted wide interest was the novel flood light scheme. Four powerful searchlights were placed on the roof of a building across the street and focused, one above the other, on the shining white tower of the building, making it stand out like a veritable pillar of fire, plainly visible from the heights surrounding the city three or four miles away.

Visitors to the building were unanimous in expressing their admiration, not only for the beauty of the structure but for the convenience of the modern devices which have been installed throughout.

Tower Design Adopted

The company's first plans called for a standard type skyscraper—with a court in the middle. That would have given space, but not the striking beauty of the building now completed. Secretary Cartinhour consulted with R. H. Hunt & Co., the architects, and the tower design was adopted. The finished building presents a remarkably clever adaptation of Greek Ionic design to the needs of a modern office building.



While the tower design stands out primarily because of its beauty, it is equally noteworthy in that it allows every office to be an outside one, no courts or walls being needed to furnish an abundance of light and air. The elevators, being the center of the building, are but a few steps from the entrance of all offices. How cleverly this design has been adopted is illustrated by the fact that there is but one-fourth the corridor space in the entire building that would have been required had a court design been adopted.

Takes Three Floors

The home office forces of the Provident are located on the second and third floors. These floors are not a rearrangement of existing space, as is often the case, but were designed and built for the specific purpose of handling the company's business with the greatest efficiency and ease. More than 100 workers are taken care of on the second floor, which houses the entire accident and health division of the company. The executive offices and the life department are on the third floor.

Pass Another Landmark

The Bankers Life of Iowa has passed the \$750,000,000 mark in life insurance in force. It was reached and passed on Sept. 1. The Bankers Life reached and passed the half billion mark in 1920. The \$600,000,000 mark was reached and passed about Dec. 1, 1921. The \$700,000,000 mark was reached and passed near the end of 1923.

To Attend Pittsburgh Meeting

According to a letter received this week by Leon A. Soper, retiring president of the Insurance Advertising Conference, two of the Britishers who were active in making the plans for the Insurance Advertising Conference in London in connection with the big convention of the Associated Advertising Clubs of the World, will be present at the Pittsburgh convention of the Insurance Advertising Conference.

These are Bert Smithers, chairman of the British insurance section, and Vincent Lewis, secretary. Mr. Smithers is connected with the Clerical, Medical & General Life and Mr. Lewis is with the Pearl Assurance.

With the reported arrival in this country of Messrs. Withers and Lewis, the committee which is preparing the program for the Insurance Advertising Conference session in Pittsburgh the latter part of October is setting aside

one section of the program for them. They will probably give their discussion of the London convention.

Clarence A. Palmer, advertising manager for the Insurance Company of North America, Philadelphia, will talk from an American viewpoint and give his impression of British advertising.

New York Life Clubs

The New York Life announces to agents that it has decided not to organize a new club composed of agents paying for \$333,000 or more in one club year, as has been proposed, but to change the convention arrangements of the \$200,000 club for the current club year by dividing the \$200,000 into four divisions as follows: (1) To comprise all club members who qualify with \$350,000 or more of paid-for business; (2) the next 200 club members (after eliminating all the \$350,000 writers) with the proviso that any agent qualifying with \$250,000 of business would be included in this division even though the total number of agents exceeds 200; (3) the remaining club members in the eastern portion of the United States after excluding members of divisions 1 and 2; (4) remaining club members in the western portion of the United States after excluding members of divisions 1 and 2, the dividing line between divisions 3 and 4 to be made so that the membership will be fairly equal.

ATTACK THE GIFT TAX

BANKERS ARE VERY CRITICAL

Some Sharp Resolutions Were Passed by the Association at Its Convention in Chicago

Life insurance men were greatly interested in the discussion that arose at the annual meeting of the American Bankers' Association in Chicago regarding the new gift tax provision, passed by the last Congress. All gifts aggregating within the year 1924 to \$50,000 or more, exclusive of charitable organizations must be reported to the government by Mar. 15, 1925, at which time the tax is to be paid, based on the same rate as the estate tax, with a maximum of 40 percent. This has a direct bearing on life insurance trusts which have been popular in the past.

Dunn Castigates the Tax

The gift tax was characterized as unfair. James Dunn, Jr., vice-president of the Union Trust Company of Cleveland, made the assertion that an estate could be taxed more than 100 percent, under the provisions of the federal gift tax.

"I have some information here compiled by Professor Belknap of the University of Louisville," Mr. Dunn said. "He states that an American living and dying in Manila, having an estate of more than \$10,000,000 will be taxed at the rate of 104 percent; if partly in corporation securities of Wisconsin the rate would go to 144 percent; if this corporation were incorporated in West Virginia, to 179 percent; if certificates were in the safety vault in Seattle, Washington, to 219 percent; if the transfer office were in Denver, 235 percent; if the corporation had also incorporated in Idaho, 250

percent; if Oregon and Illinois held their states of domicile, 305 percent."

The following resolution was thereupon voted by the delegates recommending investigation of the gift tax situation:

"Whereas, the federal government and the separate states in the United States have passed various estate, transfer and succession tax laws which tend in many cases to a duplication of taxes and involve the estates of deceased persons in unnecessary expense and a delay and result in grave inequality of taxes, making possible the confiscation of estates, and

"Whereas, it is desirable that the settlement and distribution of estates be accomplished with as little delay and expense as possible, and all tax laws operate upon all estates with substantial equality, therefore be it

Situation Is Intolerable

"Resolved, that the present system of imposing estate transfer and succession taxes in the United States by which the federal government and the several states impose separate, diverse and accumulative taxes resulting in the duplication of such taxes, added expenses of administration and an unnecessary delay bearing unequally upon different estates and making possible the practical confiscation of estates which has become well nigh intolerable, and be it further

"Resolved, that the president of this division be and he hereby is authorized to appoint a committee composed of a sufficient number of members to work either alone or to cooperate with the committees appointed by other national organizations having committees created for the purpose of making a thorough investigation of this entire situation and suggesting a uniform method of such taxation to be adopted by the separate states and the federal government, eliminating all unjust, unfair and confiscatory provisions, said committee to report its findings and recommendations to the executive committee of this

division in order that full cooperation with the legislative machinery of the American Bankers Association shall be maintained."

Weidenborner to Home Office

Frank F. Weidenborner, Jr., of St. Paul, Minn., has been appointed agency assistant in the agency department of the home office of the Guardian Life. Mr. Weidenborner has had over six years of active life insurance selling in St. Paul, and has been prominently identified with the National Association movements. He was secretary-treasurer of the Minnesota Association in 1922 and 1923, and was elected vice-president this year. He is a graduate of the life insurance school of Carnegie Tech. He also attended the University of Mich.

Wants Fewer \$1,000 Policies

To cut down the volume of \$1,000 policies the Standard Life of St. Louis is seriously considering a reduction of 10 per cent in the commission on such policies, unless the number written is materially decreased. The company has already notified one of its managers that his agents were writing too many \$1,000 policies, and that the cut in commissions would be made unless the practice was terminated. In its current bulletin to agents, it is stated that there is a strong possibility of the cut being extended to all \$1,000 cases.

H. S. Coil

The Missouri State agency at Cincinnati has a new manager, H. S. Coil, who took over the office last week. Mr. Coil, a graduate of Michigan, has been connected with the life insurance business for the past five years. He started in with the Connecticut Mutual and worked for them until about two years ago when he was appointed manager for the Missouri State Life at Huntington, W. Va. He developed that agency quite successfully and, when the opportunity was presented at Cincinnati, his home office

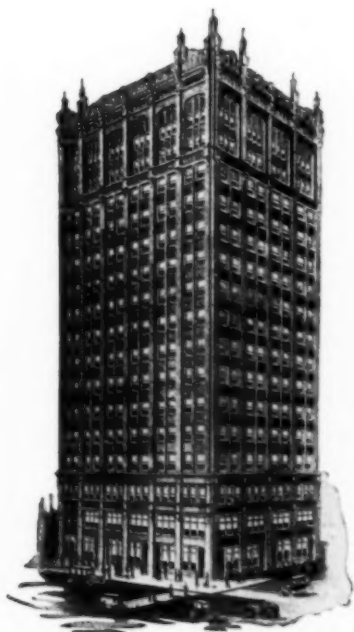
gave him the call. Mr. Coil has devoted practically all of his time since leaving college to life insurance although he was in charge of the Department of Economics at Vanderbilt University for three years and saw service in the United States military forces during the World War. He stepped into an organization which Louis S. Cramer has spent the past two years in developing. Before accepting this position, Mr. Cramer was a large personal producer. It was his desire to continue personal writing and he had expected both to manage the office and look after his own business. He soon found, however, that, with the growing organization, this was impractical. He, therefore, has decided to devote his entire business to his customers and prospects, remaining with the Missouri State Life.

Gross Leaves Cleveland Life

A. D. Gross has presented his resignation as field organizer of the Cleveland Life. He went with the company early this year, after having served with the Travelers for five years, where he was in the field for the life and accident department in the northern part of the state, with headquarters in Cleveland. Mr. Gross is not yet ready to announce his future course. It is probable he will continue in the life insurance work and possibly may establish a general agency at some point in Ohio.

International Life Leaders

W. M. Sorey by virtue of having produced the largest amount of paid-for business, becomes president of the International Life Club. He hails from California. J. V. Keenan, who was president last year and also in 1917, is first vice-president. I. K. Schwartz is second vice-president. V. L. Whitmer is third vice-president. Kellie M. Roach, Oklahoma City is fourth vice-president. Charles A. Parsons is fifth vice-president.



PEOPLES LIFE BUILDING

A. E. Sullivan
State Supt. Indiana
505 Lombard Building
Indianapolis, Indiana

Kindly address Dr. Shepherd with
reference to available territory

R. P. SHEPHERD, P. H. D.
Educational Director
Room 304 Peoples Life Building, Chicago

A Friend of Yours

When you start figuring up your assets, do you take into consideration that sales agent of yours, "Good Will?" He never draws any pay; and you never saw him travelling around the country with a sample case. But if your company and your fellow salesmen appreciate old man "Good Will," he will be found travelling right along in front of everybody. He picks his companions carefully.

Are you acquainted with him? Peoples Life Agents know him well, and they've known him for a long time. He is one of their best friends. Ask one of them.

The
PEOPLES LIFE
INSURANCE COMPANY

Chicago, Illinois

The Columbian National Life

Insurance Company

ARTHUR E. CHILDS, President BOSTON, MASSACHUSETTS

Columbian National Agents are in a position to offer the best forms of

LIFE, ACCIDENT and HEALTH INSURANCE

Policies backed by one of the strongest companies in the country, having ample capital, surplus and highest standard of reserves.

Incorporated 1851

BERKSHIRE LIFE INSURANCE COMPANY

PITTSFIELD, MASS.

WINTHROP M. CRANE, Jr., President

This Company has always pursued those policies in the conduct of its business that have given it a high reputation for stability and fair dealing.

Has always rendered the highest grade of service to its policyholders.

Has always extended reasonable assistance and encouragement to its representatives to develop and hold their business.

Its policy contracts give to each individual insurer full protection, safe-guarding, at the same time, the interest of all policyholders.

JOHN BARKER, Vice-President

FREDERICK H. RHODES, Vice-President

THE PEERLESS LIFE INSURANCE COMPANY

OF KANSAS CITY, MISSOURI

WANTS GENERAL AGENTS FOR HANNIBAL, KIRKSVILLE, CHILLICOTHE, ST. JOSEPH AND ROCKPORT

LIFE ACCIDENT HEALTH

To men and women with or without experience, not at this time actually connected with any life agency, we extend the invitation to consider our local agency contract for rural districts in unoccupied territory.

Western Life
Insurance Company
OF DES MOINES, IOWA

Organized 1907

Insurance in Force Over \$20,000,000.00

Operating in Iowa, South Dakota, Minnesota, Nebraska, Kansas

"Easy to read, easy to digest, easy to remember, easy to put at work making dollars for me"—thus writes a buyer of "Easy Lessons in Life Insurance," a text and review book with quiz supplement. \$1.50 The National Underwriter Company, 1362 Insurance Exchange, Chicago.

VETERAN IS STRICKEN

WANTS HEIRS TO "CARRY ON"

Judge Lenhardt of Travelers Died Immediately After Forceful Appeal for the Company

"And when I die I hope to look down and see the heirs to my estate carrying on for the Travelers," were the closing remarks of Judge Oliver F. Lenhardt, a veteran of ten conventions of the Travelers, as he was stricken with a heart attack only a few moments after, while front row of the assembly hall of the Chateau Frontenac last week. Judge Lenhardt had just finished his speech before the Travelers convention on "The Travelers as an Agent's Company." What he said came from the heart and it came with all the fire, all the strength, all the emphasis, all the positiveness, that marked Judge Lenhardt apart. The convention was adjourned for a couple of hours. It could hardly be adjourned for good after that last wish which Judge Lenhardt had voiced.

Judge Lenhardt became a member of the field organization of the Travelers in the winter of 1904. He was a drug store proprietor and justice of the peace at the time. The drug store was put in the hands of a manager but court continued to be held each morning just the same. It was Special Agent W. H. Kolb of Reading, now manager at Chicago, who appointed Judge Lenhardt an agent. To the people of Norristown, Pa., Judge Lenhardt was the Travelers. His business for the Travelers had grown to a premium income of \$9.50 per capita in Norristown. Norristown is not a large city. Its population is about 32,000, of whom 12½ percent are insane. Of the remaining 87 percent the Travelers receives \$9.50 for every man, woman and child in the city. Had Judge Lenhardt not started out as a multiple line man, had he not developed this territory from a multiple line standpoint, this income would probably have been \$1.00 instead of \$9.50 per inhabitant.

After paying a glowing tribute to the late Mr. Batterson and Mr. Dunham, and finally President Butler, Judge Lenhardt left the platform amid thunderous applause. He had approached his part in the program with pleasure and gusto, not because he loved public appearance but because he saw an opportunity to further a cause to which he was devoted. He loved the Travelers and he loved his work as he once explained that there were only two contracts with the Travelers which he would care to consider. One was as president of the company, the other was the agency contract which he held.

Three close friends of Judge Lenhardt, Colonel H. A. Persell, M. H. Dffenbaugh, and John E. Ahern, secretary of the accident department were named as a committee of three by President Butler to draw up a resolution expressing the deep and heartfelt sympathy which was felt for Mrs. Lenhardt.

How Canada Handles Twisters

The insurance department of the province of Alberta, Can., is going after the twisters in that province. On complaint of the department that an agent had induced a policyholder to cancel a policy in the Commercial Life, on the representation that it is not a Dominion company, but a provincial company, the offending agent was haled into court and fined \$30 and costs, or in default 30 days hard labor in jail. The fine and costs were paid forthwith. The court also directed the department to see that the policy in the Commercial Life be reinstated if it were the desire of the assured.

Herrick Is Assistant Secretary

Gilbert M. Herrick of the Canadian head office of the Metropolitan Life has been made an assistant secretary.

NEW ILLINOIS COMPANY

SPRINGFIELD LIFE LICENSED

New Company Is Organized to Take Over the Court of Honor Life Association

The Springfield Life of Springfield, Ill., was licensed Sept. 26, 1924, to transact life insurance in Illinois with an authorized capital stock of \$100,000, all of which has been subscribed for, fully paid and issued.

The company was organized to reinsure the business of the Court of Honor Life Association, a fraternal now operating under the laws of Illinois. If the contract of reinsurance is approved, then after the reinsurance is effective the capital stock of Springfield Life will be retired, thus leaving it a purely mutual legal reserve life company with the same assets, liabilities and members as the Court of Honor Life Association had. The assessment clause in the fraternal certificates is waived by the terms of the contract of reinsurance. It is understood that the company will have the same officers as the Court of Honor Life Association now has. A. L. Hereford is president of that organization and L. M. Dixon secretary.

Stockholders of the new Springfield Life, themselves officers of the fraternal, have been elected directors as follows: A. L. Hereford, president of the Court of Honor; L. M. Dixon, C. L. Simmons, William Schmidt and Charles Riefler, Springfield; J. K. Black, Marshall, Ill.; O. L. McCord, Peoria; C. D. Taylor, Palatine; L. A. Graham, Detroit, Mich.; Dr. L. T. Hollis, Kansas City, Mo.; H. A. Smith, Des Moines.

Companies That Were Represented

FOLLOWING is a list of the companies that had representatives in attendance at the organization meeting of the Life Office Management Association, formed at Fort Wayne last week:

Acacia Mutual.	Lincoln National.
American Central.	London Life, London, Ont.
American, Colo.	Manufacturers, Toronto.
American, Detroit.	Massachusetts Mut. Merchants, Iowa.
Amicable, Waco.	Michigan Mutual.
Atlantic, Richmond, Va.	Midland Mutual.
Berkshire Life.	Minnesota Mutual.
Business Mens, Mo.	Missouri State.
Capitol, Colo.	Mountain States.
Cedar Rapids Life.	Mutual Benefit.
Central of Illinois.	Mutual of Illinois.
Central States, Mo.	Mutual Tr. Life.
Cleveland Life.	National, U. S. A.
Columbus Mutual.	Natl. L. & A., Tenn.
Commonwealth, Ky.	Northwestern Mut.
Confederation, Toronto.	Northwestern Natl.
Connecticut Gen.	Northern States, Ind.
Connecticut Mutual.	Ohio Natl. Life.
Continental, Del.	Old Colony Life.
Des Moines L. & Annuity.	Old Line Life, Milwaukee.
Detroit Life.	Ontario Equitable.
Dominion Life.	Pan-American Life.
Waterloo, Ont.	Penn Mutual Life.
Farmers National.	Peoples Life, Ind.
Federal Life.	Philadelphia Life.
Fidelity Mutual.	Phoenix Mut. Life.
Franklin Life.	Provident Mutual.
Gem City Life.	Prudential.
Grange Life, Lansing.	Public Savings.
Great Northern, Chi.	Reinsurance Life, Ia.
Great Republic, Cal.	Reliance Life.
Ill. West, Winnipeg.	Reserve Loan Life.
Illinois Life.	Scranton Life.
Imperial Life, Toronto.	Security Life, Chi.
Indianapolis Life.	Security Mut., N. Y.
International, Mo.	Standard Life, Mo.
Inter-Southern Life.	Standard Life, Pa.
Jefferson Standard.	State Mutual Life.
John Hancock Mut.	Sun Life, Canada.
Lafayette Life.	Sun Life, Baltimore.
Lamar Life, Miss.	Union Central Life.
Liberty Life, Topeka.	United L. & Accel.
Life & Cas., Tenn.	Volunteer State L.
	Western & South. L.

Amicable Life Burns Own Oil; Spring Serves As Water Cooling Plant

THE Amicable Life of Waco, Tex., which has a 21-story office building, makes use of two natural resources which are seldom put so directly to work in an enterprise of that character. The company burns crude oil from its own wells in its heating and power plant, and uses a natural spring to cool the drinking water in the building.

When the excavation was made for the foundation, an underground stream was uncovered. It was of such volume that it proved troublesome. Provision had to be made to take care of it, but before it gets away it has to pay for cost of taking care of it. The temperature is so low that it proves amply sufficient for the use made of it. Such a spring in the heart of a city and in the midst of a level plain is an oddity.

The development of the company's own oil wells was not accidental. It had an opportunity to get hold of an oil lease of comparatively low value for ordinary exploitation. The wells, put down at 300 foot intervals, cost about \$500 apiece to drill and each yields about a barrel and a half a day. As the oil is worth a minimum of \$1.60 a barrel, and often more, a well pays for itself in less than a year and after that the yield is velvet. The oil is hauled in tank wagons to the company's building, and burned in the crude state, just as it comes from the ground. This would not be economical on large operations, but the company saves about \$3,000 a year against the cost of coal alone, and about \$12,000 a year more in labor of janitors or engineers, disposal of ashes, etc.

Clover's Meeting Adjourned

The stockholders' meeting of the Public Life of Chicago, called by the Alfred Clover faction and enjoined by the management, was expected to be held on Wednesday of this week. However, the court that issued the injunction was not ready for a final decision and merely granted permission for another adjournment.

The Clover faction contends that the meeting at which the present officers were elected was not held in compliance with the law and that the election was illegal. At a new meeting it hopes to regain control.

S. J. Rosenblatt Says Twisters Are a Menace To Legal Reserve Plan

S. J. ROSENBLATT, Chicago manager of the State Life of Indianapolis, is one of the most pronounced opponents of twisting in his city. Mr. Rosenblatt states that he will under no consideration accept any case that comes to him that is twisted from another company. He says that he makes a searching examination as to all business offered at his office to ascertain whether it comes clean.

Mr. Rosenblatt declares that the twisters in Chicago are doing more to break down and disintegrate public confidence in the legal reserve system than any other factor. He is in favor of carrying on a campaign of education among policyholders as to the nefarious and demoralizing work of twisting life insurance. Mr. Rosenblatt takes the position that when a man buys a legal reserve life policy from a reputable company he pays the cost of acquisition. He should not be called upon to pay it again.

Should Not Deal With Twisters

Life insurance, he says, lends itself to juggling of figures so that a twister can make a policyholder who does not know the intricacies of life insurance believe that he can get his life insurance cheaper by cashing in his old insurance and taking new. Mr. Rosenblatt takes the position that every legal reserve life company should refuse absolutely to deal with twisters. He says that such a company taking twisted business is doing its part in undermining the very system on which it is based. The twisting of life insurance, he says, has gotten to be a public evil. Mr. Rosenblatt is in favor of the life insurance men of the country, who value their reputations and who believe in legal reserve life insurance, banding together to try to stamp out or at least greatly reduce this practice.

Would Warn Prospects

He feels that there is need of short, forceful leaflets that can be handed out to assureds, warning them of the danger of dealing with twisters, who are only mercenary and whose mission is simply to get a man to give up his insurance and take out new policies with the idea of getting a commission on the deal. He said that twisters are simply preying on the ignorance of policyholders and are pulling the props from under legal reserve life insurance.

UNIQUE PRIZE FOR UNION LIFE AGENTS



Unique is the prize that will be presented next year to the agent of the Union Life of Rogers, Ark., who is the best producer of the most paid-for business during the year ending June 30.

This is "Dream Valley Mascot." It is the best of the 1924 spring calf crop of

the Dream Valley herd of Anxiety, 4th Herefords. It is being developed and will be shipped prepaid to the winning agent by President J. W. Walker of the Union Life, when the returns are all in next June. This bull at that time will be worth at least \$500.

Commercial Life Insurance Co.

IN THE HEART OF AMERICA

Kansas City, Missouri

We are offering top-notch contracts to men that are willing to build with a growing Company.

Our policy contracts are second to none.

If interested in some good Missouri territory, write us.

OFFICERS

F. H. UEHLING, President

W. K. BRAMWELL, Vice-President

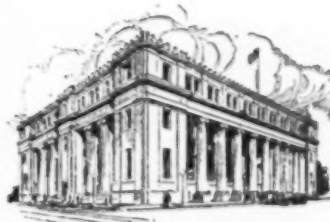
WILMER LYONS, Secretary-Treasurer

DR. C. E. TOLLE, Medical Director

Insurance in force after twenty months—
over two million.

305 Reliance Building
Kansas City, Missouri

Over 1½ Million Policies Now In Force



Only four other life insurance companies in America have more policy contracts in force than this company. The following figures show its remarkable growth in the last ten years:

	Jan. 1, 1914	Jan. 1, 1924
Assets	\$ 7,804,230	\$ 40,113,371
Policies in Force...	503,302	1,552,803
Insurance in Force	73,455,636	351,149,583

Attractive opportunities open to competent agents in Ohio, Indiana, Kentucky, West Virginia, Pennsylvania, Michigan, Illinois, Missouri.

The Western and Southern Life Insurance Co.

W. J. WILLIAMS, President

CINCINNATI, OHIO

A Company with Friends Everywhere

The agent who is selling insurance in this Company, which for seventy-three years has been rendering unexcelled service, does not work alone. Wherever he may be, he finds enthusiastic friends ready to help him by testifying that there is no better company in the land than the old Massachusetts Mutual. Its enviable record for service and the low net cost of the protection furnished make a combination that assures success to any real worker in the field.

JOSEPH C. BEHAN, Superintendent of Agencies

MASSACHUSETTS MUTUAL LIFE INSURANCE COMPANY

OF SPRINGFIELD, MASSACHUSETTS
INCORPORATED IN 1851

PRACTICAL CONSIDERATIONS IN THE PLANNING OF HOME OFFICE BUILDING

By BENJAMIN WISTAR MORRIS

Practical and specific ideas for the planning and construction of a home office building were offered by Benjamin Wistar Morris in his talk at the dinner given by the Lincoln National Life in honor of the delegates to the organization conference of the Life Office Management Association. Mr. Morris is an architect of New York City and the designer of four insurance company home offices in Hartford and one in Fort Wayne. Mr. Morris said in part:

Function of Home Office

The function of the home office, in its practical sense, is to house its occupants safely, healthfully, practically, economically and agreeably. Spiritually, its function is so to affect its occupants that all of the finer impulses may be stirred and cultivated, and that the seeds of sloth, triviality, selfishness and dishonor may never germinate into life. Together, the physical and spiritual qualities of the home office should act both as a surrounding influence and as a broadcast of the high motives and intelligent methods which are the outstanding characteristics of the American life insurance business of today.

Safety requires sound construction, the use of incombustible materials, ample and direct circulation, with generous stairways and exits enclosed and incombustible; in tall buildings, each floor positively cut off from its neighbors, above and below. It requires fireproof doors to all stairs, shafts and exists; it does not always require them elsewhere. It requires care and watchfulness in many other items familiar to competent architects and builders, and to some experienced owners.

Certainly to this assembly, I do not have to sell the healthful building. The

best (though not always the costliest), is the cheapest in the end, in building, as in almost every other thing. The daily, repetitious cost of avoidable repairs, maintenance, operation and fire insurance, and loss of employees' efficiency can easily outbalance fixed charges of interest and depreciation of a far better, more useful and even costlier structure.

Drawbacks to Low Ceilings

To illustrate: cubic contents are generally considered the measure of first cost of a building and the architect is under pressure to keep this item down to an irreducible minimum. This means, of course, for one thing, a minimum story height. A minimum story height means low-headed windows, noisy, stuffy reverberating rooms, a short line of travel of effective daylight from outside walls and at once adds a costly burden of first cost, of maintenance, and of operation in the mechanical equipment of ventilation. Conversely, high ceilings add almost immeasurably to the airy cheerfulness and quiet of these spaces, permit of wider wings, proper diffusion of light; they give more open and free working spaces, and by these very qualities, contribute the element of healthfulness.

Against them is but one minor but reducible charge of increased fuel bills, and a trivial excess of first cost. Recent developments in ventilation are offsetting this increase in operating charge by the new ability to utilize and evenly distribute, by gravitation, throughout the whole height of the room, the superheated air near the ceilings.

A casual observation of the large areas of the Lincoln Life building indicates that even an excess of daylight can be provided in a 60-foot wing, if the ceil-

ings are high and the windows are adequate. Very recently it had been thought that widths of 40 or perhaps 50 feet should not be exceeded. The 60-foot wing is advantageous in other important respects. If structural steel is employed the space can be divided into two aisles, as it were, one of 40 and the other of 20-foot span, whatever may be the length of the wing; the 40-foot span being on the outer or street wall and the 20-foot on the inner or court wall. The wider span is of course particularly desirable for general departmental use, the 20-foot span is entirely serviceable for the same purpose, but lends itself to future subdivision for smaller and controlling units and circulating passage if desired. This arrangement automatically provides space for ducts and pipes, without loss of any working area.

Are of Prime Importance

There are many more items contributing to healthfulness which are well known, but I have stressed this matter of high ceilings because I have never seen their advantages even mentioned, whereas in my opinion they are of prime importance. The resultant increase of efficiency and betterment of morale is obvious. A thoroughly competent architect can provide them and a well designed exterior at one and the same time. He should never sacrifice plan or ceiling heights to fit his facade. I have seen one entire floor of a very large building, accommodating a very large number of clerks on it, seriously marred by such a sacrifice even to the extent that standing flat-footed I was almost able to touch the ceiling with my finger tips.

Balance in Design

That the home office shall be practical in arrangement needs no argument. I have heard it stated that perfect balance, constantly maintained, is about as important to a golfer as perfect timing. Perfect balance in a building is of equal importance and about as difficult of attainment. It means the careful consideration of opposing arguments as to

materials, equipment, arrangement and cost, constant compromise and sound judgment in the decision. This requirement includes working units of large areas, with the least possible obstruction by piers, columns and permanent partitions. It demands possibilities of expansion and rearrangement with a minimum of expense and interruption. It includes adequate equipment of mechanical labor saving devices, and means of rapid intercommunication, and it also includes the ability to say "No" to a thousand nostrums that might be bought and installed, but destined to be the scrapheap by the time the varnish has dried on them.

Routing of Work Is Flexible

The routing of business, largely determined by the officers with the aid of the managing expert, is an elastic affair and had best be so recognized. Your business is essentially progressive; it expands both in variety and in quantity; methods are constantly changing and improving, and will continue to do so, after the completion and occupancy of the new building. It is practical to bear this fact in mind.

Competitive Bidding Unwise

Under this heading of practicality, I want to say a word about the builder of the home office: The business of the builder has during recent years undergone radical changes and is emerging tremendously improved. The intelligent, wide-awake and solvent owner no longer sits in at a gaming table facing a contractor, with opposing financial interests, and betting on a rising or falling market, the contractor manipulating the marked cards of extras and changes.

Economy is a sub-heading of practicality. In public building work and some private work, open bidding on plans and specifications complete in meticulous detail is a method in vogue. For the home office nothing could be more unwise. On the other hand, think of the benefits of embarking on an important building operation, knowing that

Kansas and the Royal Unbr

The Sunflower State

Kansas was first visited by Europeans in 1541, when Francisco de Coronado led his Spaniards from Mexico across the Buffalo plains in search of new world wealth.

This territory passed to the United States in 1830 as a part of the Louisiana Purchase and became a state in 1861.

One of the most picturesque periods of our early history had Kansas for a background, for through Kansas in the days of the "covered wagon" came most of the "prairie schooners" bound for Santa Fe, California and Utah.

It was the center of the storm of national political passions which formed a prologue to the Civil War.

Today it is noted for its agricultural and mineral wealth. Wheat is the principal crop, while corn, hay, barley, oats and potatoes bring millions of income to Kansas farmers.

Its principal mineral deposit is bituminous coal, rich fields of which underlie nearly half of the eastern part of the state.

Its great oil output is noted for its quality.

Natural gas, lead, zinc, rock salt, limestone and building stone are found in large quantities.

Even greater development is yet in prospect.

Royal Union Life Insurance Company

KANSAS CITY BRANCH OFFICE

801 Orear-Leslie Bldg.
Kansas City, Mo.

A. P. Osborn, Branch Manager
E. G. Mercer, Cashier

WICHITA BRANCH OFFICE

513 Orpheum Bldg.
Wichita, Kansas

James P. Sullivan, Branch Manager
L. F. Cunningham, Cashier

Paid to Policyholders, Over \$17,000,000.00

Insurance in Force, Over \$122,000,000.00 A. C. T.

your builders' and your architect's fees, if you will, are predetermined; that their interest and endeavor is solely to add you to their list of satisfied clients, that together they consult continuously as to the cheapest and best balanced methods and materials to be employed, with free hands to take advantage of any market change or shift in labor, materials, or finished product; that you are not buying a law suit or a battle and that you

can continue to give your time and constructive energies to your own business.

In producing results, satisfying and under the appropriation, this method is so uniformly successful, that I know it to be sound and cannot recommend it too highly. It provides a triple, reciprocating check, on architect, builder and engineer, and such a check is needed, for with no one of this group of three, does "all wisdom die."

HOW TO GET THE BEST RESULTS FROM A SINGLE COMMUNITY

At the recent agency meeting of the Kansas City Life, R. L. Fitzgerald of DeSoto, Mo., gave some suggestions out of his experience in writing life insurance in that state. Mr. Fitzgerald was assigned the subject, "Getting the Maximum from the Community." He said that he had made a strong effort to get the best results out of a field. In telling the course that he pursued, he said:

"My first step upon entering the insurance work at DeSoto, Mo., was to go to each of our editors and sell them policies to be paid in advertising. Each week I had articles in both papers pertaining to life insurance. Some of these articles I wrote myself and others were clippings from insurance magazines.

Got Some Testimonials

"As you realize, it would be almost impossible to put enough advertising in a newspaper to bring a prospect to your office, but I wanted to let the people of DeSoto and Jefferson County know I was in the insurance business, and that the Kansas City Life was represented there.

"I called on some of our bankers, manufacturers and merchants, requesting that they give me their written opinion of insurance. They all complied with my request, and I published them.

This was great help to me in obtaining business.

"In order to secure a lot of prospects, I used the fruit jar money guessing contest explained at the last agency conference by my friend Lowry. I used this at a farm sale and obtained a long list of prospects and later wrote several of them. I want to recommend this method of prospecting to every rural agent.

Took Life Insurance Census

"I decided that to get the maximum from my community it would first be necessary to find out what it would be. And, I took a complete census of the life insurance carried by our business men. I did this on rainy days and at odd times, explaining to them when I called on them, that all I wanted was to get a total of the life insurance carried by our business men.

"When completed, it amounted to \$830,000. Figuring the number of men represented by this total, I saw it did not represent even one-half of the maximum insurable life value of the men in my little city. But, by careful investigation, I found to my surprise that I had a million insurance yet to be written before the maximum was reached. I mean by this that within my little town there remained of insurable life value

\$1,000,000 unprotected. That showed me my job. I went after that \$1,000,000.

Doing Intensive Cultivation

"I find that it pays to work your territory close up, and not try to cover too much territory. I might say in this connection that at Fisk, with a population of about 450, where I started writing, that, after banking hours, I wrote for several years \$100,000 a year. Our farming community was not very prosperous but by working it closely and often I was able to get good results.

"When I started in DeSoto to devoting my whole time to insurance, I thought I would write DeSoto and all the surrounding towns, but I found, after making my survey of the insurable life value of the community, that I had all the business in DeSoto that I could attend to, and did not attempt to write in other towns.

Concentrated on Territory

"Besides our company there were nine other companies represented at DeSoto and I can truly say, not boasting, that I wrote more insurance than the other nine put together, and I believe it was for no other reason than that I concentrated on DeSoto and did not try to cover the entire county.

"Early in my experience, I discovered one mistake I was making: In going to see a prospect that lived several miles out, I would go direct to him and then direct back, not stopping to see the many prospects that I was passing on the road.

Taught Valuable Lesson

"Later, I found it best to work my way to his place by stopping and seeing different prospects going and coming. I remember one instance where I passed a man's house different times, and had decided in my mind that it would be a waste of time to stop and see him. Our examiner later told me that he had been down and examined him for another company. Seeing this man in town I inquired as to why he did not give this

business to me, a local man, and he stated that he had seen me pass his house different times and was wanting insurance, but as I did not stop he decided I did not want the business. This taught me a very valuable lesson.

"In closing will say that while it is quite impossible always to get the maximum business from a community, by working systematically, an agent can at least get a portion of it."

Graduates Big Class

The Phoenix Mutual Life of Hartford graduated 23 men from various cities of the country in the 23th sales training class on Sept. 20. The basic sales plan of instruction was to raise the standard of insurance selling to its proper importance to the public. Col. D. Gordon Hunter, class manager; Winslow Russell, vice president and sales manager of the company; Kenneth M. Crane, class president, and President A. A. Welch spoke to the graduates.

Backes Appointed Auditor

H. W. Backes, who has been in the service of the Pan-American Life at New Orleans since 1918, has been appointed auditor of the company. He succeeds J. E. Davis, who resigned due to ill health. Mr. Backes began work in the renewal department and was later advanced to cashier from which post he is now promoted.

Robertson With Continental

C. E. Robertson, who recently resigned as superintendent of agencies of the Dominion Life of Waterloo, Ont., a position which he has capably filled for the past six years, has been appointed general superintendent of the Continental Life of Toronto. Mr. Robertson was for several years secretary-treasurer of the Life Officers' Association of Canada.

nnn Have Mutual Interests

Reports show that the wheat harvest of Kansas for 1924 is the best in quality and quantity in the State's history, and a record corn crop is now maturing.

This has been a good year for Kansas—and for the Royal Union it has been a good year as always for Kansas business.

The Royal Union has shown its unbounded faith in Kansas by establishing two branch offices to handle its business from the Sunflower State—one office at Kansas City and the other at Wichita.

Kansas, home of many fine insurance companies, has shown its faith in the Royal Union Life as manifested by the \$17,000,000.00 of Royal Union Life Insurance in force upon the lives of "Sunflower Citizens."

Both Kansas and the Royal Union are growing every day.

ROYAL UNION LIFE

INSURANCE COMPANY

Des Moines, Iowa

000.00 C. TUCKER, President

WM. KOCH, Vice-President

D. C. COSTELLO, Secretary

THE NATIONAL UNDERWRITER

LIFE INSURANCE EDITION

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Liberty or Equality, Which?

PROF. W. B. BAILEY, economist of the TRAVELERS, in his recent talk before the casualty meeting at White Sulphur Springs, used an illustration to show the difference between government policy in this country, and some on the other side of the water.

He said, for example, that a government must decide whether it will have liberty or equality. It is impossible to have both, he declared. The United States has declared in favor of liberty, while the older nations are upholding equality.

He illustrated the difference by a foot race in which 20 people participate. All start at the same time for the same goal. Some men have greater running ability, greater power of physical endurance, their respiratory system is stronger, they are more agile. There will be

someone who will win. Others will fall behind in different degrees. Every man has the chance according to his own ability and preparedness. That, he said, is liberty. That is the individualistic system. No person is held back. No one has an advantage over the other.

The old countries would handicap the leaders so that all would come in at the same time. This would mean, of course, that those with special ability, those who have fitted themselves for the race, would be held back to the gait of the least worthy. That is what a number of people in this country are trying to do today in preaching equality. There is equality of opportunity, but in the attempt to reach the goal, some are better prepared and better able to make a showing than others. Therein lies the difference between the two ideas.

When Life Insurance Is Needed

THROUGH the death of his father, many a young man finds himself at the head of a family, with all the responsibilities of a father upon his young shoulders. His death might mean an even greater loss to the family than his father's, for when the father died there was still the son to assume the responsibilities. The young man in this position realizes his

responsibility, and can be easily shown that the only way in which he can make provisions for his dependents in case of his death is through life insurance. By providing for his mother and younger brothers and sisters, the young man is building up in himself the qualities essential to success, the acceptance and proper discharge of responsibility.

It Is the Spirit That Counts

THE spirit with which we do our work is what counts most. Of course each man can do his best work in the line for which he is best adapted, but many men never find that work for which their qualifications best fit them. No matter what his work may be, however, each man can dignify it and make it worth while by the

spirit with which he does it. A man is not measured by the job he holds, but rather the job is measured by him. If he puts into his work a motive of spiritual quality, he can glorify any work in which he is engaged. It is not what we do that counts in the final outcome, but how we do it.

What Life Insurance Can Do

The "Equiowa" makes a statement which should be productive of much thought: "Life insurance can do what the Congress of the United States cannot accomplish."

According to the ruling of the Supreme Court, Congress is prevented by constitution from abolishing child labor, and it is said that more than 1,000,000 children between the ages of 10 and 16 are compelled to work for a living in the United States. Some of the facts mentioned are that 85 per cent of all children who enter the first grade at school must leave to go to work before reaching the eighth grade; 95 per cent

of the criminals in penitentiaries are uneducated; the average school life in the country today is less than six years. It must also be remembered that 25 per cent of the men drafted in the army during the world war were illiterate.

Life insurance can remedy this situation through educational insurance. Every agent should stress this type, for a general acceptance of it could in a large measure abolish child labor and likewise reduce crime prompted by ignorance. Educational insurance will provide every boy an equal chance for success in the race of life with that of others.

PERSONAL GLIMPSES OF LIFE UNDERWRITERS

Col. Edward S. Ready of Helena, Ark., a member of the board of directors of the Missouri State Life, died after several months of ill health. His condition gradually grew worse, and a short time ago amputation of one of his legs was necessary, due to a blood clot, the shock proving more than he could stand. At the time of his death, Col. Ready was president of the Interstate National Bank and of the New South oil mill. He was a past president of the Interstate Cottonseed Crushers' Association and a member of many civic and fraternal societies.

office made great strides under his direction.

Miss Agnes Sausser, who has been cashier of the Chicago office of the Guardian Life of New York for the past six and one half years, has resigned. Miss Sausser is to be married next month. She was formerly for several years cashier in the Chicago branch of the Phoenix Mutual. She will be succeeded by Miss Bertha Peterson, who has for some time been with the medical department of the Security of Chicago.

James L. Marchese has been appointed assistant manager of the benefit department at the head office of the Massachusetts Mutual. For some time he was in the policy department, and more recently he has been secretary to second Vice-President Loeb.

General Agent A. A. Drew of the Mutual Benefit Life in Chicago will give a complimentary luncheon next Monday noon, in honor of the new president of the company, John R. Hardin, who is making his first official visit to Chicago.

A number of men of that city heavily insured in the Mutual Benefit Life have been invited to meet Mr. Hardin. He will be accompanied by Oliver Thurman, superintendent of agencies.

October has been set aside by the Fidelity Mutual Life agents in tribute to Frank H. Sykes, who was recently reelected second vice-president and has led the agency forces as manager since 1919. F. A. Wallis of New York City, manager of the company there and president of the Fidelity Managers' Association, is in charge of the month's production.

The Sons of the American Life Convention is one of the recent organizations launched in the life insurance field. It is composed of the sons of officers of member companies, who felt that they were rather left out at the American Life Convention meetings among so many older insurance men. The purpose of the organization is to bring together these younger men for better acquaintance and for social purposes. The club has just been organized with eight members but it is hoped that more may be secured later. The officers are: President, J. W. Stevens, II, Illinois Life; vice-president, John Cadigan, New World Life; secretary, Merton Bigger, American Life Reinsurance; treasurer, Ted Simmons, Pan-American Life; chairman executive committee, W. E. Bixby, Kansas City Life.

Thomas M. Baldwin, Jr., deputy superintendent of insurance for the District of Columbia, has been appointed superintendent to succeed Burt Miller, who resigned several months ago. Mr. Baldwin has been acting superintendent for the past six months and has been deputy since 1922.

Mr. Baldwin was born in Philadelphia in 1873, and spent his early years in Washington, D. C., and Laurel, Md. Upon graduation from the Laurel High school, Mr. Baldwin entered the business world and spent several years in insurance work. For 15 years he was with the Baltimore & Ohio railroad. Upon Mr. Miller's resignation six months ago, Mr. Baldwin took over the duties of the office, as he was entirely familiar with the work and has now been officially appointed to assume the post. Frank B. Bryan, Jr., who has been acting deputy, has now been promoted to succeed Mr. Baldwin permanently as deputy.

A. B. Banks, president of the Home Life, of Little Rock, Ark., has been forging his way forward in the ranks of Arkansas financiers. His recent purchase of the controlling interest in the



MRS. SWARZMAN

Mrs. Rose Swarzman of the Heartman Agency at Des Moines, Ia., for the Equitable Life of New York, paid for \$147,000 in August, making a total paid for of \$332,875 so far this year. In 1923 she paid for \$251,750. Mrs. Swarzman ranks fifth in the entire sales organization for August out of approximately 6,000 agents, and her ambition is to qualify for the \$500,000 Club this year. Mrs. Swarzman started with the Equitable two years ago.

John Harding, Jr., one of the Magellans of the air who recently completed the first 'round-the-world' flight, is a policyholder in the Bankers Life of Iowa. A policy for \$5,000 of life insurance was issued to him when he was a mechanical engineer at McCook Field, Dayton, O. The Bankers Life has the distinction of being one of only a few companies that have 'round-the-world' flyers as policyholders.

Nearing the end of his long flight, this policyholder flew directly over the home offices of the company at Des Moines and its officers were out on the roof to wave him a greeting as he roared by.

James E. Bragg, who resigned recently as instructor of insurance in the University of New York, to take charge of a new life insurance training school for the C. B. Knight agency of the Union Central Life in New York City, has been a large personal producer and has also had a wide and successful career as a life insurance instructor. In January, 1919, he entered business in New York after returning from army service. In May of that year he became agency manager for Sigourney Mellor, then general agent for the Provident Life & Trust. In 1920 he reentered field work after completing the Carnegie course. The following year he became the first executive secretary of the Life Underwriters Association of New York, continuing his selling work at the same time. In October, 1922, he was made assistant to Griffin M. Lovelace in the school of life insurance training at the University of New York.

Franklin H. Hazelton of Portland, Me., who for 25 years was manager for the Equitable Life for Maine and for the past three years an insurance broker, died last week in a Boston hospital after an extended illness. He was 65 years of age.

His first work was with the New York Life. After some preliminary experience he was sent to Sioux Falls, S. D., where he remained for two years. He returned to Maine to become connected with the Equitable Life about 1895 and was made state agent. He proved a most successful underwriter and manager and the

American Trust Company of Little Rock, the oldest and largest bank in the state, has added much prestige to his position and he is now unquestioned as one of the foremost financiers in the state. Further plans contemplate a merger of the Southern Trust Company with the American Trust Company to form a still greater bank, with Mr. Banks as president of the new institution.

Howell W. St. John, who for 40 years was actuary for the Aetna Life, was killed while walking along the New Haven tracks at Hartford. He was 94 years of age. He made it a daily custom to walk along the tracks but unfortunately got too near when a train passed last week.

Dr. Willis Hatfield Hazard, editor of publications of the New England Mutual Life, has published a booklet on the development of level premium mutual life insurance. Dr. Hazard's work, which is published by the New England Mutual Life under the title "The Fathers of Level Premium Mutual Life Insurance," is a brief study of the work of the men who developed the principles and laid the foundations of scientific life insurance. It gives in concise form the essential facts from the history of the business and furnishes a background upon which the agent can base the necessary knowledge in his field work. It is written in interesting style, a narrative rather than a history.

Charles Van Studdiford, prominent St. Louis clubman and turfman and member of the \$250,000 Club of the Missouri State Life, died at St. Louis Thursday, following an operation. He was 59 years old. The funeral was held Saturday, September 27. Services were held at St. Roch's Catholic Church, and interment was in Calvary Cemetery. The active pallbearers were Edmund Burke, head of the St. Louis agency of the Missouri State Life; Thomas F. Lawrence, vice-president of the company; R. S. Kennard, George T. Priest, A. B. Walsh, Elmer L. Musick and Julius S. Walsh. The honorary pallbearers, of which there were 50, included members of the St. Louis agency of the Missouri State Life and other close personal friends and acquaintances of the deceased.

Paul F. Clark of Boston, third vice-president of the National Association of Life Underwriters, who was on the program of the Portland, Me., association Tuesday of this week, will address the New York association Oct. 14, if present plans are followed.

John William Clegg's mail has assumed immense proportions since his election to the presidency of the National Association of Life Underwriters, including in addition to communications from other national officers, a flood of requests from insurance journals for information and expressions of opinion, letters from men in the field and numerous appeals for speeches before local associations and other organizations. Even if he discontinued his own life insurance work, it would be impossible for President Clegg to satisfy all the demands that are being made upon his time.

The Philadelphia association plans a rousing tribute to him Oct. 9, National President's Night, with a banquet at which the guests of honor will be Mr. Clegg and Edward A. Woods of Pittsburgh, past national president and a member of the national board of trustees.

The Baltimore association is eager to hear Mr. Clegg at its meeting Oct. 16, but it is likely that, instead, he will attend the American Life Convention at New Orleans Oct. 15-17. On Nov. 13 he is booked to address the New York association, where he will be greeted by a large turnout from the biggest local association in the country. Another speaker at the New York meeting is expected to be Senator George Wharton Pepper, general counsel of the Penn

The Pan-American Life Insurance Company Wants Four General Agents in Ohio

Offices will be opened in Cleveland, Cincinnati, Columbus and Dayton.

The men who secure these positions must be good personal producers and must know how to organize and manage an agency. They will be given valuable General Agency contracts with liberal financial support.

Pan-American service includes:

- Unexcelled Low-Cost Life Policies
- Substandard Policies for Under-Average Lives
- Child's Educational Endowment
- Group Insurance
- All Forms of Accident and Health Insurance

Address

E. G. SIMMONS, Vice-President and General Manager

PAN-AMERICAN LIFE INSURANCE COMPANY

NEW ORLEANS, U. S. A.

CRAWFORD H. ELLIS, President

Capital, \$1,000,000

Total Resources, \$14,000,000

Insurance in Force, \$125,000,000

TEXAS AGENCIES OPEN

RESOURCES

Over One Million Dollars

OUTSTANDING INSURANCE

Over Twelve Million
Dollars

For Particulars Write

The Western National Life Insurance Company

Box 2131

Denver, Colorado

Note: During the 12 years we have been in business we have never contested a death claim nor have we ever lost a dollar on any investment. No past due interest December 31st, 1923.

H. A. HOPF & COMPANY

MANAGEMENT ENGINEERS

*Specializing in Advisory Work for
Insurance Companies*

Organization Equipment Standardization
Methods Personnel Modern Office Planning

Main Office—40 Rector St., New York
Western Office—327 S. La Salle St., Chicago

Mutual Life and honorary member of the Philadelphia association.

It is possible that Mr. Clegg will attend the second annual southern regional convention of his own company, the Penn Mutual, at Atlanta, Ga., Oct. 23-25, although this engagement is not certain. He spoke at the company's eastern and midwestern regional conventions.

The opportunities for a beginner in the life insurance business are shown in the case of **Roy Green** of the Union Central of Cincinnati. Mr. Green has been with the Union Central but a few months. He is an instructor in the schools which the government has in

the country, but in his spare time has studied thoroughly the subject of life insurance. This summer he decided to put his studies into practice and during his vacation he solicited actively. The results were more than gratifying, as in August business Mr. Green led all agents of the Union Central whose contract had been in effect for a period of less than one year. His paid for business in August was \$42,500, representing closed cases. Needless to say, Mr. Green has been sold in the life insurance business for this experience and as soon as he can complete his work which he has undertaken will join the profession permanently.

LIFE AGENCY CHANGES

LAW IS MADE THE ASSOCIATE

Well Known Producer of the State
Mutual Goes With the Na-
tional of Vermont

Marc A. Law has been appointed associate general agent of the National Life of Vermont in Chicago by Manager S. C. Woodard. Mr. Woodard became general agent three years ago and has developed a good organization. The agency has ranked second among all the agencies of the company in the point of paid for business, the first six months of the year.

Mr. Law has been associated with the Everts Wrenn general agency of the State Mutual Life in Chicago, being one of the chief producers in the office. For seven years Mr. Law was assistant to George Pick, who was general agent of the Mutual Benefit Life in Chicago. When Mr. Pick retired from the life insurance business, Mr. Law left that agency. Mr. Woodard and Mr. Law entered the business while attending college at the University of Wisconsin about 14 years ago.

Phoenix Mutual Appointments

The Phoenix Mutual announces the appointment of new district managers. Miss Elizabeth C. Adams has been appointed manager of the woman's branch of the Cleveland agency. C. T. Ballew of Hale, Mo., becomes district manager at St. Joseph, Mo., an appointment earned through his record with the company since 1914. C. Hugh Blair of Pittsburgh has been named district manager in counties adjoining in Pennsylvania and Ohio, with headquarters at New Castle, Pa. William Kane becomes district manager at Geneva, N. Y. John M. Strait has been appointed district manager at Poughkeepsie, N. Y.

C. V. Geren

Chas. V. Geren has been appointed general agent for Orange county, Cal., of the Great Republic Life, with headquarters at Santa Ana, where he has opened an office on the second floor of the Spurgeon building. Mr. Geren has been connected with the agency organization of the Great Republic for two years and heretofore has been located at Long Beach, where he has made a splendid record as a personal producer, his premium collections for this period, exclusive of renewals, being in excess of \$22,000. Prior to his removal to California, he was a resident of Kansas and represented the Kansas Life and other companies in that state.

John Shayne and N. M. McNeil

The Capital Life of Canada announces the appointment of John Shayne to be district superintendent at Toronto with offices in the Manning Chambers. Mr. Shayne was formerly assistant manager at Montreal. The Capital Life also announces the appointment of N. M. McNeil as manager of Cape Breton Island with headquarters at Sydney, N. S.

AETNA'S RICHMOND LINEUP

James K. Dunlop and Cornelius B. Myers Appointed Life General Agents for State of Virginia

James K. Dunlop and Cornelius B. Myers have been appointed general agents at Richmond, Va., for the Aetna Life, their territory including the entire state of Virginia. The style of the firm is Dunlop & Myers. Both men had been with the Provident Mutual for a number of years. Mr. Myers went with this company in 1913 when John Moyler, general agent for Virginia, moved his offices from Petersburg to Richmond, and for several years had been associate general agent. Before joining the Provident Mutual, Mr. Myers was with the Mutual Life in Richmond, Charlotte, N. C., and Wilmington, Del. Mr. Dunlop went with the Provident Mutual in 1914 from another line of work, and soon developed into one of the best producers of the Richmond office. Several years ago he was appointed district agent in southside Virginia territory, but continued to make Richmond his headquarters.

Heretofore, life business of the Aetna Life in Virginia has been cleared through the Baltimore general agency of Meigs & Heisse.

International Appointments

P. H. Michael of Mansfield, O., has been appointed general agent of the International Life. S. G. Anderson has been appointed general agent at Cincinnati. He has had 20 years experience.

S. J. Herzberg

Sidney J. Herzberg, for the past 13 years an associate of his father, the late Joseph Herzberg, as Milwaukee manager for Prudential, has taken over sole management, following dissolution of Joseph Herzberg & Son Company through his father's death. Death of the senior Mr. Herzberg involves no other change in the Milwaukee representation for Prudential.

Willis Herzberg, son of Sidney J. Herzberg, a recent graduate of the University of Wisconsin, and now associated with his father's agency, will go to the home office Oct. 6. After a limited time there, he will go to New York to spend two months with each of the metropolitan managers for Prudential in that city, specializing in group insurance.

New Ohio General Agencies

The Continental Life of St. Louis has announced the appointment of three more general agents for the Ohio territory. They are Samuel W. Sturm at Cincinnati, A. H. Miller at Genoa and L. M. Anderson at Coshocton.

Eureka-Maryland Appointments

The Eureka-Maryland Assurance announces the appointment of G. Stephen LuBrew as general agent at Elizabeth, N. J. Mr. LuBrew has been in the insurance business for five years and has made an excellent record.

Wessels & Wingrove have been appointed general agents at Salisbury,

Md., to have jurisdiction over the entire eastern shore of Maryland, Delaware and Virginia. This is a young firm, but one that has made a good record in its territory. E. R. Wingrove was for a number of years superintendent of traffic on the eastern shore for the Chesapeake & Potomac Telephone Company. C. S. Wessells, junior member of the firm, has been in the life insurance field for five years as an agent. They will operate under the name of the Eastern Shore Insurance Agency.

Joseph B. Detzel has been appointed general agent at Erie, Pa., having been with the Travelers for several years in that territory.

Life Agency Notes

Maj. Charles A. Sherry, who retired as chief of police of Richmond, Va., Oct. 1, has joined the staff of Thomas P. Reynolds, manager at Richmond for the Prudential. It is the belief of Manager Reynolds that he will make a first rate producer.

EASTERN STATES

CINCINNATI AGENTS RALLIED

Mutual Life Field Club Held Annual Meeting for Agents in E. R. Ferguson's District

CINCINNATI, O., Oct. 1.—The Mutual Life of New York held its "Field Meeting" for the Cincinnati agency, of which E. R. Ferguson is manager, last Thursday. Seventy-five agents qualified for this convention. One of the most interesting addresses was that by Harry N. Wolf, the cashier of the Cincinnati office, who is an expert on disability provisions. Considerable time was also given to specialized services, such as monthly income and educational policies, while the topic of "Closing Business" was of unusual interest to all. Of those present, 10 had qualified for the Mutual Life Quarter Million Club. M. G. Geigerman was the leader in this list. He discussed the selling of large policies, which is his specialty. One of the most interesting speakers was Charles M. Bowers, of Moore's Hill, Ind., who produced 142 applications in the past eight months. He told how he was able to maintain consistent and continuous production. His record is all the more remarkable in that this town has a population of only three or four hundred, so that he is compelled to cover a great deal of territory in Indiana to secure his business. Another man whose record is rather unusual is Davis Geyer. He has been connected with the Mutual Life for 20 years and is now cashing in, at the age of 79, on endowment policies which he placed with the company at the time he started soliciting for them. He stated very emphatically that he expected to continue writing insurance until he was 100 and that his only regret was that the insurance companies would not now take him for additional endowment policies to mature at 99.

Columbus Agents Met

Another section of the Mutual Life Field Club was held in Columbus, O., last Thursday, over 50 representatives of the Mutual Life of New York gathering for the one-day session. James A. Church, Columbus manager, was in charge of the meeting and gave an address of welcome in which he traced the history of the agency, its accomplishment and its hopes for the future. The balance of the program was a series of talks on business getting methods and agency problems by district managers and some of the leading producers. In the evening the agents met at the Deshler Hotel for the banquet, at which Mr. Church was toastmaster and the two guests of honor were E. L. Savage, superintendent of insurance for Ohio, and Harry L. Conn, former superintendent

Hit Him Where He Lives!

When Daddy says he has been thinking about some sure method of building an educational fund for Roger, or a savings system to provide a start in business for Luther, or a musical education for Marguerite, or possibly a dowry for Dorothy

Lincoln National Life men have the plan to present.

It is the new JUVENILE POLICY written on the lives of children from one day old up to 14 years.

Issued as Terminal Endowments, maturing at ages 16 to 20, inclusive, or as a Twenty Pay Life or Twenty Year Endowment.

The full face value of the policy is reached on the anniversary of the policy on which the insurance age of the child is 5 years.

Waiver of further premiums in event of the death or disability of the father may be provided by the Payor Insurance feature.

The father (or other person paying the premiums) controls the insurance estate until the child is 21 years of age.

In event of the death of the child the policy is payable to the father.

No limit is set as to maximum amount.

This new JUVENILE POLICY completing the kit of service tools for Lincoln National Life agents makes it pay to

LINK UP WITH THE LINCOLN



The Lincoln National Life Insurance Company

"Its Name Indicates Its Character"

Lincoln Life Building

Fort Wayne, Ind.

Now More Than \$325,000,000 In Force

Penn Mutual Conventions

At our Eastern Regional Convention in September there were twenty-four Field speakers, and only five Home Office. They touched almost every phase of salesmanship,—prospect-gathering, income plans, mail plans, approach, closing, inheritance tax coverage, etc. Star salesmen gave their standard sales talks. In brief, there was a comprehensive and intensive survey of salesmanship.

This form of Convention is but one evidence of the modern method of instructional co-operation between our Home Office and Field.

We have places for men and women who believe that constant life insurance education is as necessary as constant industry.

**The Penn Mutual
Life Insurance Company**
Philadelphia, Pa.
Organized 1847

The **GLOBE** MUTUAL LIFE INSURANCE COMPANY OF CHICAGO, ILL.

PROGRESS OF THE GLOBE

Results for 1923

GAIN IN INSURANCE IN FORCE.....	83 per cent
GAIN IN INTEREST.....	31 per cent
GAIN IN INCOME.....	26 per cent
GAIN IN ASSETS.....	23 per cent
AVERAGE GAIN IN ALL ITEMS.....	41 per cent

This is away above the average of all Life Insurance Companies in the United States combined. It is a record we are very proud of and it shows how our policyholders appreciate the great service The Globe gives.

CLAIMS PAID BY RADIO--TELEGRAPH--SPECIAL DELIVERY

T. E. BARRY, President, General Manager and Founder

THE Company with the personal contract offers excellent openings to clear-thinking, red-blooded agents who like to cooperate with the home office and who will in turn be given every possible aid in their development.

Write or wire for further information

SAN JACINTO LIFE INS. CO.
Beaumont, Texas

H. M. HARGROVE, President

INDIANA OHIO ILLINOIS IOWA MICHIGAN

THE LA FAYETTE LIFE

LA FAYETTE, INDIANA

MUTUAL LEGAL RESERVE

AGENCY CONTRACTS CONTAIN BENEFICIARY PROVISIONS

KANSAS KENTUCKY MISSOURI NEBRASKA

ent of insurance and now associate justice of the supreme court.

Unique Sales Contest

A unique sales contest for the month of October will be staged by the Philadelphia agency of the Guardian Life, of which E. J. Berlet is manager. The agents are divided into three teams, Elephants, Donkeys and Radicals, captained respectively by William Vernon (Republican), George Donnelly (Democrat) and J. Elwood Barrett (La Follette man).

Morgan Agency Opens School

The life insurance fundamentals and salesmanship school conducted by the Morgan agency of the Mutual Life of New York at Washington, D. C., opened last week.

Thirty students were enrolled, all new to the business, and far above the average type.

Thos. P. Morgan, Jr., president of the school, presided at the opening, assisted by W. W. Winsbro, dean of the school, formerly professor at William and Mary college, and by Henry S. Baker, Johnson R. Morgan, Paul H. Primm, Lawrence V. Lampson and James Lee Bost.

New Jersey Guard Group Plan

Announcement is made of the completion of arrangements by which the 6,500 members of the New Jersey national guard in active service will be eligible for life insurance under the group plan. The policy will be in full force even

though the guard is called into active service, and without any extra premium charge. Neither will there be any restrictions as to age, occupation or travel.

Included in the policy is the conversion privilege, by which, should a man leave the guard, he may, without medical examination, convert the policy to some one of the regular policies of the Prudential at the rates for the attained age.

Ohio Agency Rally

The northeastern Ohio agency of the Northwestern Mutual, John S. Marsh, general agent, held its first annual meeting at Cleveland, with nearly 80 agents and their wives present. The home office was represented by John P. Davies, educational director, and M. H. O. Williams, assistant superintendent of agencies. Robert C. Lowe, district manager at Ashland, O., presided at the business session.

This agency, comprising 21 counties, has shown rapid development, its production increasing from \$1,000,000 in 1916 to more than \$4,000,000 paid for last year. The territory does not include Cleveland and Cuyahoga county.

Cincinnati Agency's Meeting

Frank Nurre, general agent for the Connecticut General in Cincinnati, had a meeting of his agents at Milan, Ind., last week. The agents were in session for three days, discussing sales problems and going over carefully all Connecticut General policies. Mr. Nurre is building one of the progressive and growing agencies in Cincinnati.

IN THE MISSISSIPPI VALLEY

RENEW NEBRASKA GUARD ROW

Local Companies Question Governor's Veracity in Statement Regarding Group Cover

LINCOLN, NEB., Oct. 1.—Another chapter in the controversy between the Omaha Association of Life Insurance Companies and Governor Bryan was written this week when the officers of the association gave to the press a sharply worded letter in which the governor's veracity was questioned, and the query again put to him why the national guard group life insurance was placed with a foreign company without first being submitted to Nebraska companies. Answering a previous query the governor had said that the state was not involved in any plan of national guard insurance, that none of its officers had anything to do with such insurance, that if anything had been done about it by Adjutant General Paul it was in his personal and not his official capacity.

Signed as Adjutant General

However, the detailed plan covering the group writing, printed and circulated among the guardsmen, bears the signature of Mr. Paul as adjutant general, is printed on a fac simile of the letterhead of the adjutant general's department and bears a reproduction of his signature as such officer. It is addressed to all members of the guard and starts out with "Pursuant to recent permissive legislation, arrangements have been made," etc.

Question of "Permissive Legislation"

George Davies, representing the Metropolitan, told Mrs. M. A. Fairchild, head of the insurance department, that the "permissive legislation" referred to was of New York origin, and had in contemplation just such a proposition as he was presenting to the Nebraska guard. The New York law permits the "commanding general" of a state guard to be designated as employer, but there is a question whether the Nebraska adjutant general is the commanding general under the form of organization in

this state, the governor being designated as the commander in chief.

M. J. Higgins Resigns

M. J. Higgins, general agent of the People's Life of Chicago, resigned at a meeting of the directors of the company Friday. Mr. Higgins' contract covered the entire business operations of the company. It is understood his successor will get the same contract. The People's Life, organized in 1908, has about \$8,000,000 in force, issues non-participating contracts and is entered in Illinois and Indiana.

Omaha Companies' "Ad" Campaign

The Association of Omaha Insurance Companies has approved plans for a campaign of institutional advertising in the interest of Omaha. The campaign has been very carefully planned with the object of putting before the people the merits of the several companies having home offices in that city, which offer about every kind of insurance that may be written on lives and property.

Entertains Minneapolis Rotarians

Over 250 Minneapolis Rotarians were guests of the Northwestern National Life at the new home office building last Friday, with the directors of the Northwestern National Life as guests of honor. C. T. Jaffray, president of the Soo Line, chairman of the Agricultural Credit Corporation and a director of the Northwestern National Life, gave the principal address. Mr. Jaffray discussed the financial conditions of the Northwest, and reviewed the work of the efforts to improve the situation of northwest agriculture.

Need Not Pay Attorney Fee

The Nebraska supreme court has affirmed its holding in the case of Gipsen vs. Metropolitan Life on the question of whether an attorney's fee of \$100 can be charged against a company that does not move fast enough to suit the notions of a lawyer. The court says that where a company has offered to pay a claim on furnishing of proper proofs, where it has, on receipt of the

Experts will help You close business as our GENERAL AGENT in Enid, Oklahoma

—and assist you to build up our general agency in this thriving city of Oklahoma.

Back of you also, will be the strength of our company—one of the most prosperous in the West, whose assets, in proportion to liabilities, are greater than those of any other large company in the same field, and whose insurance in force is in excess of \$125,000,000. Consider these facts of record, and the possibilities of immense future achievement. Can you qualify for a part in it all? You must be a man of great personal production, of financial responsibility of high social standing, and capable of earning at least \$10,000 per year.

If you merit this position, we will give you a contract direct with the home office, to include a liberal first year commission, a renewal commission, a collection fee, an office allowance and a business-development allowance.

Write us fully about yourself, now. Address K-40, c/o the National Underwriter. NOTE: We also have an unusually attractive, special contract for good salesman whose experience is limited.

ASSISTANT ACTUARY

Wanted by mutual company with more than \$150,000,000 in force. The position should be especially attractive to a man who has secretarial ability. Give complete information in letter to K-47, care of National Underwriter.

HOME LIFE INSURANCE CO

New York

ETHELBERT IDE LOW, President

The 64th Annual Report shows:

Premiums received during the year 1923	\$ 7,668,808
Payments to Policyholders and their Beneficiaries in Death Claims, Endowments, Dividends, etc.	5,871,544
Increase in Assets	2,401,507
Actual Mortality 56% of the amount expected.	
Insurance in Force	247,373,216
Admitted Assets	46,655,223

FOR AGENCY APPLY TO

W. A. B. BRUEHL & SONS

General Managers

Central and Southern Ohio and

Northern Kentucky

Rooms 601-606 The Fourth Nat. Bank Building

CINCINNATI, OHIO

HOYT W. GALE

General Manager for Northern Ohio

229-233 Leader-News Building

CLEVELAND, OHIO

WANT ADS

in The National Underwriter are read every week by thousands of interested insurance men—that's why they are result getters.

1 inch \$5.00

proofs from its agent sent the same to the home office, where they are returned within a reasonable time, and where before answer day the company has admitted its liability and offers to confess judgment and pay, no attorney fee will be allowed. The testimony showed that when the local agent offered to help the attorney prepare the proofs of loss he took this as a reflection on his capacity and began suit at the end of ten days.

IN THE SOUTH AND SOUTHWEST

PAN-AMERICAN LIFE'S RALLY

More Than 100 Agents from Louisiana and Mississippi Attend Convention at Home Office

NEW ORLEANS, LA., Sept. 30.—More than 100 agents of the Pan-American Life gathered here last week for the annual agency convention for the field men in Louisiana and Mississippi. The Pan-American was host to the agents for a three days' rally at the home office, the business sessions of the convention being held at the St. Charles. While here, the agents were given an intimate knowledge of the workings of the home office. The entertainment program provided many novelties, including the dinner dance at the Southern Yacht Club.

The subjects of the talks at the business sessions dealt largely with the relations of the home office to the field. Round table discussions were held on special subjects, including income insurance, accident and health and various departmental problems. Dr. E. G. Simmons, president and general manager, presided at the sessions in the absence of President C. H. Ellis. Among the speakers were Eugene J. McGivney, vice-president and general counsel; Dr. Marion Souchon, vice-president and medical director; James E. Woodward, secretary, and F. W. Gleason, treasurer.

Miss Bertha B. McFarland, supervisor of agents in Louisiana, led one of the round table discussions. Talks were also given by C. D. Carey, superintendent of agents, and Ted M. Simmons, manager of the accident and health department.

Day Offers Trophy

C. C. Day, president of the Oklahoma Association of Life Underwriters, has offered a permanent award to be made in June, 1925, to be known as the C. C. Day Trophy. The terms of the presentation by Mr. Day are:

"The trophy is to be awarded to the member of this association who has, in the estimation of a special committee, consisting of George Lackey, Charles L. Sykes and J. Gayle Windsor, during the present year, granted the greatest services to the association or to the cause of life insurance.

"This can constitute duties performed; any act of self sacrifice or service in connection with life insurance or its application to human needs; any original idea, the development of which has resulted in furthering life insurance service, either educational, legislative or humanitarian; or any other service or activity deemed worthy by the committee."

The plan follows that of the Heron Trophy at San Francisco.

Teachers to Fight Group Plan

Suit to determine its legal right to buy \$850,000 of life insurance for teachers of the public schools of San Antonio, Tex., will be faced by the board of education should it carry through its group insurance plan. The San Antonio Teachers' Council has requested its attorney to look up the legal aspects of the proposed action of the board.

Fairly widespread sentiment among the San Antonio teachers against the group insurance plan has been reported. Most of them feel that they would like more money for their services rather than have beneficiaries receive it after they are dead. They say the \$1,000 involved in the insurance policy each would receive under the school board

fee will be allowed. The testimony showed that when the local agent offered to help the attorney prepare the proofs of loss he took this as a reflection on his capacity and began suit at the end of ten days.

program would be of much more benefit to them now.

Choice of a company to write the policies for the 850 school teachers of the system will probably be announced by the board next week.

Life School at Richmond

The newly established life insurance school at the University of Richmond opened with an enrollment of more than 20 and started off under bright auspices. The school will be conducted under the direction of Professor Harris of the university. Sessions will be held twice a week at night and it is planned to have men of national prominence in the life insurance business deliver lectures from time to time throughout the term. It is also planned to establish a day school next year to run parallel with the night school. General agents of Richmond held a meeting the other day and pledged their hearty support to the school.

Leach on Southern Trip

H. O. Leach, superintendent of agencies for the Sun Life of Canada, spent several days in Richmond this week in connection with business of his company. At the conclusion of his visit he left by motor for Hot Springs, Va., accompanied by Joseph N. Willis, Jr., a member of the Richmond agency staff and one of the company's big producers in Virginia. From Hot Springs he returned to the home office at Montreal.

New Companies in Oklahoma

The Security Life of Tulsa, formerly operating as a fraternal under the name of the Security Life Insurance Association, has been licensed in Oklahoma. M. C. Perara is president and William A. McCauley, secretary.

A fraternal for colored people was licensed under the name of Liberty Industrial Association of Tulsa, with Agnes T. Hall, president, and William Curry, secretary, was also licensed.

Southern Notes

The Cotton States Life of Nashville has been licensed in Kentucky.

Despondency resulting from ill health is believed to have prompted R. Taylor Hoffman, agent at Richmond for the Equitable Life of New York, to attempt suicide by jumping into a lake in Richmond. Doctors feared for a time that pneumonia would develop, but their fears proved unfounded. For several years Mr. Hoffman has been one of the big producers for the Equitable in Richmond. He is a former vice-president of the Richmond Association of Life Underwriters.

Calls "Hospital Bond" Accident Policy

BOSTON, MASS., Oct. 1.—Commissioner E. Monk has notified the National Surety that in his opinion the "hospital bond" sold by that company is in effect a policy of accident or health insurance and that it can not be offered for sale or sold in Massachusetts until it has been approved under and complies with section 108 of the Massachusetts insurance laws.

MORE THAN 50%

of the business written by some of our larger agencies is a direct result of the Fidelity lead service. Our agents interview interested prospects—people who have written the Head Office for information.

Fidelity is a low-net-cost company operating in 40 states. Full level net premium reserve basis. Over Quarter of a Billion in force. Faithfully serving insurers since 1878.

FIDELITY MUTUAL LIFE
INSURANCE COMPANY, PHILADELPHIA

Walter LeMar Talbot, President

A few agency openings for the right men



Stephen M. Babbitt
President

Hutchinson, Kansas

MR. AGENT!

Do you care for QUALITY, not SIZE? Age, Sound Experience, Low Cost, a Splendid Record for 70 years?

Then why not take a General Agency in its HOME STATE for

THE ST. LOUIS
MUTUAL LIFE

OUR AGENTS AND POLICY HOLDERS
ST CK! WRITE THE HOME OFFICE

The Accumulation Policy

is a combination of insurance and investment in a new sense.

Specimen Rate

Age 35.....\$31.90 per \$1000

The continued payment of the rate creates increasing benefits each year. As a seller it has no competition. Write us about it.

NATIONAL LIFE ASSOCIATION
Des Moines, Iowa

Eureka-Maryland Assurance Co.

OF BALTIMORE, MD.

Incorporated Under the Laws of Maryland, 1883

WE ISSUE

Standard Ordinary and Industrial Policies

J. C. MAGINNIS, President

J. BARRY MAHOOL, Vice-President

J. N. WARFIELD, Jr., Secretary-Treasurer

Dr. J. H. IGLEHART, Medical Director

This is No. 11 of a series of advertisements appearing in *The National Underwriter*. Watch for succeeding ones setting forth Michigan Mutual opportunities.



Michigan Mutual Life Building

Opportunities

You have been told repeatedly that opportunity knocks but once. If you heed the knock, all is well; you are a success; if you don't, you are lost. Nothing is further from the truth.

Opportunities knock today, tomorrow and every day. They are not all the same. Some are better than others, but the fact remains, **they are opportunities.** The man who makes the most of each one is the man who will be a success. And the company which realizes this, which provides the agent with the necessary help to make the most of every opportunity will also be a success.

You have the reason why the Michigan Mutual and its agents are so successful. They know that opportunities knock every day, and they never overlook one, be it large or small.

Michigan Mutual Life Ins. Co.

J. J. MOONEY, President A. F. MOORE, Secretary
GEO. B. MCGILL, Supt. of Agencies

Madison Ave. at John R. Street, Detroit

The Child's 20-Pay Life Optional Endowment Policy of the

Great Republic Life Insurance Company of California

Protects both the child and its parents and includes waiver of premium in event of permanent total disability of the father, who is the beneficiary. Agents are enthusiastic over its wonderful selling features. If you are interested, write for copy of "Making Dreams of Your Children's Future Come True," and our attractive proposition to agents.

J. R. RAILEY, Manager
Southwestern Department
401-2 Mercantile Bank Bldg.
Dallas, Texas

E. L. BLACK, State Manager
P. O. Box 299,
Newport, Arkansas

W. H. SAVAGE, Vice President
Los Angeles, California

PACIFIC COAST AND MOUNTAIN FIELD

HANDS TIED ON FRATERNALS

Washington Supreme Court Ruling Prevents Commissioner Fishback from Enforcing Rulings

In a majority decision of the supreme court at Olympia, Wash., the Neighbors of Woodcraft, a fraternal, wins out in the first round of its appeal from an order of Commissioner Fishback, seeking an injunction.

While the decision of the lower court had been to sustain the demurrer in behalf of the commissioner and dismiss the proceedings, instructions of the high court are to overrule the demurrer, thus sending the case back to trial on merits.

The action was brought by the Neighbors of Woodcraft seeking an injunction restraining the commissioner from canceling its license, interfering in any way with its continuing business as heretofore carried on, or attempting to enforce any order theretofore made by the commissioner requiring that the contributions of new members be kept separate and apart from the other funds of the society, making such new members a separate class, and in effect, so far as the insurance features are concerned, a separate and independent society.

A minority opinion, sustaining the action of the insurance commissioner, was filed by two members of the court.

Penn Mutual Coast Meeting On

The third annual western regional convention of the Penn Mutual Life opened Tuesday at Los Angeles for a three-day run at the Biltmore Hotel. Attendance is based upon production records, in addition to a small delegation of home-office officials. In charge of arrangements are Will G. Farrell, Joseph F. Grant, John B. Duryea and Seth B. Thompson, all field men, and Ralph Humphreys, assistant to the vice-president, and Joseph M. Conover, purchasing agent, both of the home office.

Savage Goes East

W. H. Savage, vice-president of the Great Republic Life, left Los Angeles last Monday on a trip east as far as New Orleans, where he will attend the

annual meeting of the American Life Convention and also visit his brother, A. M. Savage, general agent of the Aetna Life in that city and head of a large general insurance agency. Mr. Savage will be accompanied by Mrs. Savage and stop at Kansas City and other points in Oklahoma, Arkansas and Texas. Following the convention Mrs. Savage expects to visit relatives in Texas, Kentucky and Florida, returning to California via the Panama Canal, while Mr. Savage will devote the remainder of October to agency meetings in Texas, Arkansas and Missouri, returning to the home office about Nov. 1.

Seattle Man's Unique Bet

Friends of Charles C. Thompson, Seattle manager of the Metropolitan Life, are following with interest a unique bet between Thompson and a Seattle advertising man. Both are division leaders in the Community Chest campaign now under way in Seattle and the two are racing to see which one can collect the most money in the six days of the campaign. The loser has to wheel the winner down Second avenue in a highly decorated wheelbarrow equipped with an automobile horn, which will not be allowed to stop for traffic signals and the horn must be honked three times in every block, after which the chauffeur is to make three outcries of "taxi." The winner reserves the right to ride in the wheelbarrow.

Licensed in California

The Massachusetts Protective Life of Worcester, Mass., has been licensed in California. H. C. Bradbury has been appointed manager.

Gurney May Start Life Company

E. R. Gurney, who was president of the now defunct Lion Bonding & Surety of Omaha, and who has been very successful in the lumber business at Baker, Ore., since leaving Omaha, is planning to organize a new life company in Oregon, according to reports received from that state. Before going with the Lion Bonding, Mr. Gurney was vice-president of the Central National Life of Lincoln, Neb., which company was later sold to the Central States Life of St. Louis.

IN THE ACCIDENT AND HEALTH FIELD

TYPHOID FEVER AN ACCIDENT

Appellate Court Hands Down Decision Upholding Lower Court in Pacific Mutual Life Case

The appellate court of Los Angeles, Cal., has affirmed a decision rendered by the circuit court there against the Pacific Mutual Life holding that typhoid fever is an accident.

The policy was a railway special accident and health contract. The assured died from typhoid fever, caused from drinking polluted water. The beneficiary stated in the proof that the death was caused solely through external, violent and accidental means. The court, in review, said:

"Typhoid fever is a disease, and, as stipulated, it is idiopathic—that is, a primary disease, not preceded and occasioned by any other disease. It is due to a specific germ, which is ordinarily taken into the system with food or drink. A death by typhoid can not be regarded as accidental unless it appears that the disease itself was occasioned by accidental means. The means by which disease is acquired being the entrance of the typhoid bacilli into the system, if the means of such entrance are acci-

dental, the resulting typhoid fever and its fatal effect may also be said to be an accident."

This is in keeping with the recent decision of the Illinois Supreme Court in the case of Annie Christ vs. Pacific Mutual Life in which the court practically held an accident policy is liable for typhoid fever. In this case, William Christ carried a special accident policy. The jury declared that the death was due to accidental causes, as a result of Mr. Christ drinking contaminated water.

The case was taken before the circuit court on stipulation of facts which found for the plaintiff and ordered payment of the policy. The Pacific Mutual appealed the decision but the decision was sustained by the appellate court. Again an appeal was taken to the Illinois Supreme Court. A petition for rehearing was filed but this was denied by the supreme court.

Report on Great Northern

The Illinois department has made its report on the examination of the Great Northern Casualty of Chicago. It writes only accident and health business. The examination is dated as of July 1. Its premium income for the six months amounted to \$19,001. The to-

tal income was \$21,719. It paid in losses \$7,864. The total disbursements were \$12,688, the assets \$9,968 and the surplus \$8,567.

The examiners say that all just claims were promptly paid and adjusted. The reports says that from an investigation of the disbursements, it was determined that the organization was run in a reasonable, economical manner. The chief examiner made some suggestions in a former examination as to practicing economy and these suggestions, the reports says, have been followed.

Organizing New Company

The Inter-Northern Mutual Casualty of Chicago is in process of organization under the mutual act of 1915. The articles of association were approved Aug. 25, and the proposed company now has a right to secure applications for policies. Immediately upon securing the necessary applications as required by law the Department of Trade and Commerce will be notified and an examination will be made and if the examination is satisfactory, license will be issued authorizing it to transact accident and health business. The incorporators are Otto Heyer, J. B. Collins, R. A. Hamilton, Fred K. Weston, M. E. Daniels, Ray I. Hardin, C. O. Brown, Aug. Groenwald, Joseph J. Kunz, Frank S. Schmidt, George Leupold, Alex Ferguson, Geo. W. Sarantakis, Arthur L. Matschke, Jas. B. Symons, Theodor Ahlborn, C. McCrave, T. H. Kramer, Joseph Doran and Dave Twitchell.

Drive for Disability Business

The Commercial Casualty of Newark is making a special drive for disability insurance during the close of 1924. A special 10 percent bonus has been offered to agents for new accident and health business produced from Oct. 1 to Dec. 31. The bonus will apply only on new business and premiums for health insurance to be subject to the bonus must be on policies with at least 14 days health coverage eliminated. The Commercial Casualty travel accident and unique automobile accident policies will not count.

Launches "Football Contest"

A "football contest" is being utilized by the Old Line Life of Milwaukee to stimulate business in October, offering a bonus for each "touchdown." The method of scoring is as follows: \$1 in monthly premiums represents 50 yards, while the same amount in quarterly, semi-annual and annual premiums respectively represent 30 yards, 20 yards and 10 yards. A touchdown is equivalent to 100 yards. For each touchdown, the "player" receives a bonus of 50 cents. "All players, no spectators," is the slogan of the contest.

Launches Fall Accident Campaign

The Missouri State Life has inaugurated a fall campaign for accident business to cover the period Sept. 15 to Oct. 31 and is offering prizes of \$100 and \$50 in three classes for its agents in addition to bonus award of 5 percent on premiums for \$150 to \$250, 8 percent on premiums for \$250 to \$500 and 10 percent on premiums of \$500 to \$1,000 and above. The classes are: Winners of former contests, agents who qualified for bonus in former contests and, lastly, all other agents.

New Company in Texas

DALLAS, TEX., Sept. 30.—Dallas has another insurance company. It is a health and accident company on the mutual plan and is known as the Southern Travelers Association. J. V. Hardy is active manager. The usual lines of health and accident policies will be written.

ROUND TABLES TAKE UP OFFICE PROBLEMS

(CONTINUED FROM PAGE 4)

in the field was brought out in statements made by some of those who took part in the discussion. In the case of some agents, known and trusted, there is never any delay on account of lacking inspection report. These agents do not know this, but the reputation and standing they have gained with their home office gains for them this differential treatment. It is a fact that some "border line" cases are passed on the strength

of the signature on the line signed by the agent. In other words some agents are known to be in the class that never attempts to "put anything over" on the home office and they are trusted accordingly.

No longer, as a rule, is the general agent in ignorance of the identity of the inspector and it seems to work out better than when mail was sent to a postoffice box and the recipient was not known personally.

There were over 40 present at this conference and others dribbled in during the meeting and stayed to the end and it was very evident to those who noted the proceedings that the present day tendency to avoid long delays in the issuance of policy contracts is growing and attracting more attention than ever before.

Mutual of Illinois in Iowa

The Mutual Life of Illinois has just entered Iowa and announces the appointment of Warren Sankey as state agent. Mr. Sankey is well known among accident and health insurance salesmen, having devoted the greater part of his business life to that branch of insurance. Both he and his two brothers, who started out from Leon, Ia., many years ago, have won especial recognition. He is not only a big personal producer, but has the ability to tell the other fellow how to do it.

INVESTMENTS

Safe

Profitable

Satisfactory

Selected First Farm Mortgages on unexcelled security in the best diversified farming sections of Northern Illinois and Missouri.

Highest interest earning consistent with safety.

Our record for efficient and satisfactory service is the result of twenty-five years experience as Financial Correspondents for large Eastern Life Insurance Company and general mortgage brokers without a loss.

Information regarding borrower, security and titles guaranteed.

References and list of offerings furnished on request.

Hoffman Mortgage Company

Central National Bank Building
St. Louis, Missouri

Our Agents Have

A Wider Field—
An Increased Opportunity
Because We Have

Age Limits from 0 to 60.

Policies for substantial amounts (up to \$5,000) for Children on variety of Life and Endowment plans, thus enabling parents to buy all of the Family's insurance on the Ordinary, i.e. Annual, Semi-annual or Quarterly Premium plan.

Participating and Non-Participating Policies.

Same Rates for Males and Females.

Double Indemnity and Total and Permanent Disability features for Males and Females alike.

Standard and Substandard Risk Contracts, i. e. less work for nothing.

We have openings in Ala., Ariz., Ark., Dela., D. C., Fla., Ga., Ill., Ia., Kans., Md., Mich., Minn., Miss., N. M., N. C., Okla., S. D., W. Va., Wyo.

THE OLD COLONY LIFE INSURANCE COMPANY of CHICAGO, ILL.

B. R. NUESKE, President

The Company has its Home Office in its own building at 166 W. Jackson Blvd., running through to Quincy and Wells Streets, right in the heart of Chicago's Financial district.



OUR FIELD
Over a million and a half
paid to policyholders in this
territory.

Eleven million people within two hundred and fifty miles of our Home Office—plenty of opportunity for a good man.

We still have a few good openings.

Direct General Agency Contract—liberal commissions—but we are "hard-boiled" on advances.

COLUMBIA LIFE INSURANCE COMPANY

Cincinnati, Ohio

S. M. CROSS, President

READY FOR YOU HERE

Working "tools"—the best and most varied.
Cooperation—that goes right into the field with you and makes you money.
Opportunity—unlimited with a growing, progressive company.
Field—Minnesota, South Dakota, Iowa, Illinois, Nebraska, Missouri, Kansas, Oklahoma, Texas.
We work and spend right along with our energetic salesmen—to INSURE them success.

NATIONAL FIDELITY LIFE Insurance Company

Home Office Kansas City, Missouri

Ralph H. Rice, President



"SAFE AS A GOVERNMENT BOND"
The OHIO STATE LIFE
LIFE, HEALTH, ACCIDENT AND MONTHLY INCOME INSURANCE.

SEE → LATEST POLICIES AND AGENCY CONTRACT FOR FACTS
Openings Ohio, Ind., Ky., Mich., W. Va., Tex. and Okla. Write Columbus

Capital \$200,000



THE life insurance agent who wishes to obtain the representation of a reliable and pre-eminently honest company will find The Gem City Life admirably suited to his needs. The Gem City will equip its agents to write all forms of personal protection and in one good strong company.

There are exceptionally good opportunities for agents and general agents in good producing territory.

GEM CITY LIFE INSURANCE COMPANY

I. A. MORRISSETT, VICE-PRES.

DAYTON,

OHIO

NEWS ABOUT LIFE POLICIES

New Policies, Premium Rates, Dividends, Surrender Values, and all Changes in Policy Literature, Rate Books, etc. Supplementing the "Unique Manual-Digest" and "Little Gem," Published Annually in May and April respectively. PRICE, \$3.50 and \$2.00 respectively.

CONTINENTAL'S NEW POLICIES

Very Low Net Cost Shown in New Forms and Many Other Changes Effected

At the annual agency convention of the Continental Assurance at the home office in Chicago last week, the company announced several important policy changes, including the following: A new commercial ordinary life and commercial 20 payment life policy; ordinary life endowment 85; 20 payment life endowment 85; and joint ordinary life and joint 20 payment life policy. These policies may all be sold on Continental's monthly premium payment plan. Continental increases its writing limit to \$100,000 and a number of policies have already been written for that amount. Continental policies will now contain liberal trust fund option guaranteeing 3½ percent interest and such surplus interest as may be declared from time to time by the company. The company has no intention of making a profit through the handling of trust funds at cost as a service to its policyholders and beneficiaries. Instalment options are now provided in Continental policies by which proceeds of policies may be distributed over any number of years from one to thirty on monthly, quarterly, semi-annual or annual basis. Instalment options may also be selected providing for payments on monthly basis for 5, 10, 15 or 20 years certain and as long thereafter as the beneficiary lives. Factors are also provided in the policies for commuting these instalments to quarterly, semi-annual or annual basis. Figures are given for all beneficiaries from one to 85 years of age, inclusive. With these new policy forms practically any form of settlement option can be secured without the necessity of a new contract.

Substandard Business

Substandard business will be issued as far as possible on the ordinary life and 20 payment life forms, endowment at age 85. The Continental's 60-day waiting period disability clause may now be written in amounts of \$10 or \$20 per month. The limit is \$250 per month of disability coverage, which may be provided either by \$25,000 of life insurance with \$10 a month disability, or \$12,500 of life insurance with \$20 per month disability. Double indemnity may be written up to \$25,000. For all disability benefits except the 60-day waiting period and the \$20 a month disability, women will be accepted on the same basis as men.

Rates on New Policies

Rates on the company's new commercial ordinary and 20 pay life policies per \$1,000 are as follows:

Age	Ord.	20-Pay	Age	Ord.	20-Pay
15	\$12.20	\$19.23	38	\$22.27	\$29.75
16	12.43	19.51	39	23.10	30.54
17	12.67	19.79	40	23.97	31.37
18	12.93	20.09	41	24.99	32.26
19	13.20	20.40	42	26.07	33.21
20	13.48	20.72	43	27.23	34.21
21	13.77	21.06	44	28.46	35.27
22	14.08	21.40	45	29.77	36.39
23	14.41	21.76	46	31.13	37.56
24	14.75	22.14	47	32.60	38.81
25	15.10	22.53	48	34.15	40.15
26	15.48	22.93	49	35.82	41.67
27	15.88	23.35	50	37.61	43.37
28	16.29	23.79	51	39.53	44.99
29	16.73	24.24	52	41.35	46.42
30	17.19	24.71	53	43.42	48.26
31	17.68	25.21	54	45.64	50.24
32	18.19	25.72	55	47.99	52.35
33	18.72	26.25	56	50.42	54.53
34	19.30	26.81	57	53.02	56.85
35	19.91	27.40	58	55.79	59.35
36	20.56	28.02	59	58.77	62.03
37	21.25	28.68	60	61.94	64.94

MUTUAL BENEFIT DIVIDENDS

Announce 1925 Scale of Payments to Policyholders, in Addition to Those Published Last Week

The Mutual Benefit Life announces the following representative dividend payments for 1925 on 25, 30 and 35 year endowment and 5 year term policies:

Twenty-five Year Endowment

Div.	21	25	30	35	40	50
1	\$5.20	\$5.44	\$5.77	\$6.15	\$6.64	\$8.42
2	5.59	5.83	6.15	6.53	7.03	8.92
3	6.00	6.23	6.54	6.92	7.43	9.42
4	6.41	6.64	6.95	7.33	7.85	9.94
5	6.84	7.06	7.36	7.75	8.29	10.48
6	7.29	7.50	7.79	8.19	8.75	11.01
7	7.74	7.95	8.24	8.64	9.22	11.56
8	8.21	8.41	8.70	9.11	9.71	12.12
9	8.70	8.89	9.18	9.59	10.22	12.68
10	9.20	9.39	9.67	10.09	10.75	13.24
11	9.71	9.89	10.19	10.61	11.29	13.82
12	10.24	10.43	10.72	11.15	11.85	14.39
13	10.80	10.98	11.27	11.72	12.43	14.97
14	11.37	11.55	11.84	12.30	13.02	15.55
15	11.96	12.14	12.43	12.90	13.63	16.13
16	12.57	12.75	13.05	13.53	14.25	16.71
17	13.21	13.38	13.69	14.17	14.88	17.29
18	13.87	14.04	14.35	14.83	15.53	17.87
19	14.55	14.73	15.03	15.51	16.19	18.46
20	15.26	15.44	15.74	16.21	16.86	19.03

Thirty-Year Endowment

Div.	21	25	30	35	40	50
1	\$5.11	\$5.36	\$5.69	\$6.07	\$6.55	\$8.37
2	5.41	5.66	5.98	6.37	6.87	8.82
3	5.72	5.96	6.28	6.68	7.20	9.28
4	6.04	6.28	6.60	7.00	7.54	9.75
5	6.37	6.60	6.92	7.32	7.90	10.22
6	6.71	6.93	7.24	7.67	8.26	10.71
7	7.06	7.27	7.59	8.02	8.64	11.20
8	7.42	7.63	7.94	8.38	9.04	11.70
9	7.78	7.99	8.31	8.76	9.45	12.20
10	8.16	8.37	8.68	9.15	9.88	12.70
11	8.55	8.75	9.06	9.55	10.32	13.21
12	8.95	9.15	9.46	9.98	10.78	13.71
13	9.37	9.57	9.90	10.41	11.25	14.22
14	9.80	10.00	10.33	10.87	11.72	14.73
15	10.24	10.44	10.78	11.34	12.21	15.23
16	10.70	10.90	11.25	11.83	12.71	15.74
17	11.18	11.38	11.74	12.33	13.22	16.24
18	11.67	11.87	12.24	12.85	13.73	16.74
19	12.19	12.39	12.76	13.38	14.26	17.24
20	12.72	12.92	13.30	13.92	14.79	17.75

Thirty-five Year Endowment

Div.	21	25	30	35	40	50
1	\$5.04	\$5.29	\$5.63	\$6.00	\$6.51	...
2	5.27	5.53	5.87	6.25	6.79	...
3	5.52	5.78	6.11	6.50	7.07	...
4	5.78	6.02	6.37	6.77	7.37	...
5	6.04	6.28	6.63	7.04	7.67	...
6	6.30	6.55	6.89	7.33	7.99	...
7	6.58	6.82	7.17	7.62	8.32	...
8	6.86	7.09	7.45	7.92	8.66	...
9	7.15	7.38	7.74	8.22	9.02	...
10	7.45	7.68	8.04	8.55	9.38	...
11	7.75	7.98	8.36	8.88	9.78	...
12	8.06	8.30	8.68	9.23	10.17	...
13	8.39	8.62	9.01	9.59	10.58	...
14	8.72	8.96	9.36	9.97	10.99	...
15	9.07	9.30	9.72	10.36	11.42	...
16	9.42	9.66	10.09	10.76	11.84	...
17	9.79	10.04	10.48	11.18	12.28	...
18	10.18	10.42	10.88	11.61	12.72	...
19	10.57	10.82	11.29	12.04	13.17	...
20	10.98	11.23	11.73	12.49	13.62	...

Five-Year Term

Age at Issue	1st Div.	2nd Div.	3rd Div.	4th Div.	5th Div.
21	\$3.08	\$3.11	\$3.13	\$3.15	\$3.16
22	3.10	3.13	3.15	3.17	3.18
23	3.12	3.15	3.17	3.19	3.20
24	3.15	3.17	3.19	3.20	3.22
25	3.17	3.19	3.20	3.22	3.23
26	3.19	3.20	3.22	3.23	3.25
27	3.20	3.22	3.23	3.25	3.26
28	3.22	3.23	3.25	3.26	3.27
29	3.23	3.25	3.26	3.27	3.28
30	3.24	3.26	3.27	3.28	3.29
31	3.25	3.27	3.28	3.29	3.30
32	3.26	3.28	3.29	3.30	3.31
33	3.28	3.29	3.30	3.31	3.32
34	3.29	3.30	3.31	3.32	3.33
35	3.30	3.31	3.32	3.33	3.34
36	3.31	3.32	3.33	3.34	3.35
37	3.32	3.33	3.34	3.35	3.36
38	3.33	3.34	3.35	3.36	3.37
39	3.34	3.35	3.36	3.37	3.38
40	3.34	3.36	3.38	3.39	3.41
41	3.36	3.38	3.39	3.42	3.43
42	3.37	3.39	3.42	3.44	3.47
43	3.39	3.42	3.45	3.48	3.52
44	3.42	3.45	3.49	3.53	3.57
45	3.45	3.49	3.54	3.59	3.64
46	3.49	3.54	3.60	3.66	3.73
47	3.53	3.60	3.67	3.74	3.82
48	3.59	3.67	3.76	3.84	3.92
49	3.66	3.76	3.85	3.95	4.04
50	3.75	3.86	3.96	4.06	4.17
51	3.85	3.96	4.08	4.20	4.31
52	3.95	4.08	4.21	4.34	4.46
53	4.07	4.22	4.36	4.50	4.63
54	4.20	4.36	4.52	4.67	4.81
55	4.34	4.52	4.69	4.85	5.00
56	4.50	4.69	4.87	5.05	5.21

Age	1st	2nd	3rd	4th	5th
51.....	4.67	4.88	5.07	5.26	5.44
52.....	4.86	5.08	5.29	5.50	5.69
53.....	5.05	5.30	5.53	5.75	5.95
54.....	5.27	5.53	5.78	6.02	6.24

FEDERAL LIFE'S NEW PROGRAM

Issues Two New Policies and Institutes General Reduction in Non-Participating Rates

A general reduction in non-participating rates, two new policies, a non-participating endowment at age 85 with twenty premiums, and a non-participating five year term and life contract, together with several important changes in company practice, were announced by the Federal Life at its agency meeting in Chicago this week. The company has issued a new rate book and manual of rules and regulations. It is a loose leaf volume, complete in every detail and containing considerable information not heretofore published. The use of the new rate book eliminates the necessity of the agents carrying supplemental rate books. Rates are quoted without disability and double indemnity benefits, with waiver of premium only, with income disability only, with waiver of premium and double indemnity, and with income disability and double indemnity on all regular forms.

The company has discontinued for the present the writing of double indemnity on a classified basis, and is now charging a flat premium of \$1.50 per \$1,000 for this coverage. In the past the company has quoted income disability benefit rates on coverage of \$10 per \$1,000 only, but in the future will issue this feature at new rates from \$10 to \$25 per \$1,000, although not more than \$25 a month of income disability will be granted.

Hereafter the company's annual dividend policies will provide for a dividend at the end of the first policy year and every year thereafter, contingent upon the payment of the next succeeding year's premium instead of at the end of the third year and annually thereafter, as in the past. The company's incontestable clause has been changed to read "If within two years from the date hereof, the insured shall die by his own act, whether sane or insane, the liability of the company shall be limited to the premiums actually paid thereon."

The rates on the new non-participating policies without disability or double indemnity are:

Age	End. at Age 85 20 Pay	5-Yr. Term and Life	First 5-Yrs.	After 5 Yrs.
16.....	\$23.32
17.....	23.73
18.....	24.16	\$ 8.38	\$14.41
19.....	24.61	8.42	14.75
20.....	25.07	8.49	15.10
21.....	25.56	8.54	15.48
22.....	26.06	8.60	15.88
23.....	26.59	8.68	16.29
24.....	27.13	8.72	16.73
25.....	27.70	8.80	17.19
26.....	28.29	8.88	17.68
27.....	28.91	8.96	18.19
28.....	29.55	9.04	18.73
29.....	30.22	9.14	19.30
30.....	30.91	9.24	19.91
31.....	31.64	9.36	20.55
32.....	32.40	9.48	21.22
33.....	33.20	9.61	21.94
34.....	34.02	9.76	22.70
35.....	34.89	9.92	23.50
36.....	35.99	10.10	24.48
37.....	37.14	10.30	25.51
38.....	38.36	10.51	26.62
39.....	39.63	10.74	27.81
40.....	40.76	11.01	29.06
41.....	41.96	11.30	30.40
42.....	43.22	11.63	31.83
43.....	44.56	12.00	33.35
44.....	45.97	12.42	34.99
45.....	12.91	36.74
46.....	13.47	38.32
47.....	14.09	40.20
48.....	14.81	42.12
49.....	15.62	44.16
50.....	16.53	46.34
51.....	17.54	48.66
52.....	18.68	51.15
53.....	19.93	53.79
54.....	21.33	56.64
55.....	22.89	59.67
56.....	24.61	62.92
57.....	26.51	66.39
58.....	28.61	70.12
59.....	30.93	74.11
60.....	33.50	78.38

Fidelity Mutual Life

At the agency convention of the Fidelity Mutual Life, President Talbot announced some interesting changes the company is soon to put into effect. Among other things is the adoption of a monthly premium plan, some improvements in the direction of liberality in the company's disability clause, and the adoption of a new guaranteed 5 percent income policy. In case of the death of the insured under this policy, if the proceeds are left with the company, an income of not less than 5 percent is guaranteed to the beneficiary, and this income may be further increased by excess interest earnings.

Volunteer State Life

The Volunteer State Life has completely revised its "Income for life" policy, the primary change being a revision of the face amount. The policy is now quoted in multiples of \$10 monthly instead of on the annual basis. This eliminates the necessity of quoting the amount of insurance, which was al-

most necessary in the old form. The policies are graded so that the principal sums vary according to the maturity date. This enables the agent to fit the rate for the man's age.

California State Life

The California State Life has announced that in the future it will pay excess interest on all funds left with the company, covering the holders of paid-up life and endowment policies and beneficiaries under policies which have become payments by death, or policyholders at maturity of endowment policies where the amount is left with the company to be paid at some future date. The company announces that the excess interest rate for 1924 will be 1½ percent which, added to the 3½ percent guaranteed rate, makes a 5 percent return on funds left with the company.

New York Life

It is stated that the New York Life will have out its new dividend schedule

in six weeks or so, and that there will be quite an increase in the dividends to be paid next year.

W. E. Leahy

W. E. Leahy, formerly superintendent of the Atchison, Topeka & Santa Fe Hospital Association, is opening an office for the Federal Life of Chicago in Los Angeles. His brother, L. J. Leahy, is manager of the home office agency of the Federal.

Standard Life, St. Louis—Its issued business for the first six months of 1924 exceeded the business for the same period in 1923 by \$4,178,475 and the first six months of 1922 by \$6,230,900.

Central States Life—The company passed the \$61,000,000 mark in total insurance in force before the close of its books, Aug. 31. Officials of the company, enthused by the work this year to date, have set their new goal at \$70,000,000. They are hopeful of attaining it by Jan. 1, 1925, or shortly thereafter.

50.97%

of the *new business* issued by The Northwestern Mutual Life Insurance Company of Milwaukee, Wisconsin, in 1923 was upon applications of *members previously insured in the Company.*

The
Policyholders'
Company



Once a Policyholder—Always
a Prospect.

THE NORTHWESTERN MUTUAL LIFE INSURANCE COMPANY
MILWAUKEE, WISCONSIN

W. D. Van Dyke, President

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Just Opened by

ROCKFORD LIFE

For direct contract with Company, write to

FRANCIS L. BROWN, Secretary and Manager
ROCKFORD, ILLINOIS

The Midland Mutual Life Insurance Company

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"Its Performance Exceeds its Promise"

AGE—Long past the experimental stage.

SIZE—As large as it should be for its years, in keeping with conservatism.

RELIABILITY—Its charter restrictions, the strict Ohio laws, and the high character of its founders still in control have placed it upon everlasting foundations.

QUALITY—Its eighteen years' record shows that it excels in every element that counts for efficiency.

SERVICE—No modern feature omitted consistent with sound, sane, underwriting principles.

AIM—To build only in keeping with the highest ideals of justice, equity and worth, and to meet its guarantees and exceed them.

A few general agency centers yet open in Michigan, Pennsylvania, Indiana and West Virginia.



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CLEVELAND AGENCY'S RECORD

Prudential Office There in Five Days' Effort Wrote Over 1,100 Applications for \$315

What is believed to set a record for industrial production was accomplished last week by the Cleveland No. 2 office of the Prudential, Frank L. Klingbeil, superintendent. During a special effort covering five days over 1,100 applications were written for \$315, an average increase per agent of about \$6. This surpasses the best previous record for the Ohio division of the company by nearly \$100.

Wilkinson Set Pace

Agent Earl G. Wilkinson led with an increase of \$22.85, and \$15,000 ordinary. He also wrote the biggest day's business, \$8.30. Assistant Superintendent M. Hansen wrote \$32 industrial and \$17,000 ordinary. The average income per man was \$143 for the week.

No previous preparation of announcement had been made, and no business was held up to pad the record. The office set out to prove that prosperity can be demonstrated any time by knowledge, faith and honest effort.

This office also holds the distinction of standing first place in membership in Cleveland Life Underwriters' Association, more than 30 of the men being affiliated,

and often attending the monthly meetings in a body.

News of the Prudential

Edward E. Gilroy, assistant superintendent of the Newark No. 2 district of the Prudential, has celebrated his 30th anniversary with the company, and was presented with Class F Prudential Old Guard certificate.

Agent Ernest Lindenthal of the Chicago No. 5 district has been awarded membership in Class E of the Prudential Old Guard by virtue of the completion of 25 years of continuous service.

The commendable agency work of Roy Goodmiller of the Chicago No. 10 district has won a promotion to an assistant in that district.

The name of Michael H. Carey, agent of the Chicago No. 4 district has been added to Class D of the Prudential Old Guard as he completed 20 years of continuous service.

Frank W. Gifford Dead

Frank W. Gifford, special inspector for the Prudential, died at Evanston, Ill., after an illness of several months. He entered the services of the Prudential in February, 1896, as special inspector. Later he was called to the home office and made division manager covering new territory for the company. Then he resumed his field duties as special inspector.

NEWS OF LOCAL ASSOCIATIONS

H. C. COX TORONTO SPEAKER

President of Canada Life Shows Value of Association to Agent, Company and Public

TORONTO, ONT., Sept. 30.—The Life Underwriters Association of Toronto held an enthusiastic and well attended meeting Thursday, when 161 members gathered at luncheon to welcome H. C. Cox, president of the Canada Life.

Mr. Cox, who in the early years of

inaction of the rebater and the undesirable representative was something which alone would justify the existence of such an organization. The association has also to its credit the checking of rivalry which in the past was much in evidence and the replacing of this spirit with one of clean competition which was good for the business.

The work done along legislative lines had done much to vastly improve conditions. The companies benefited tremendously from the work of the association with regard to legislation. The cleaner methods adopted by the underwriters meant the head offices were able to reduce, considerably, the supervision of the field force formerly necessary. The encouragement by the association of the whole time man who made life underwriting his life work was something which benefited the companies in a very material way. The same applied to the licensing systems adopted throughout the Dominion.

Institutional Advertising Move

The speaker also touched on the value to the companies of the institutional advertising campaign, originated by the Life Underwriters Association, which consistently brought the matter to the attention of the companies until eventually institutional advertising in Canada became an accomplished fact.

The value of the association movement to the public lies largely in the fact that for guidance in their life insurance affairs the public relies solely on the men in the field. As a result of association activities, the field man is able to present his case more intelligently and knowing his business, the public can place fuller confidence in the company representative with more complete satisfaction.

The service behind the sale is also a factor which favorably impresses the public mind and the association has done a great work in developing this phase of the business.

Mr. Cox in closing, expressed his abounding faith in the institution of life insurance and the life underwriters movement and what it stands for.



HERBERT C. COX
President Canada Life

the association was president of both the Toronto and Dominion bodies, vice-president of the Canadian Association and for several years chairman of the executive committee, addressed the meeting on the association movement. He covered his subject from three angles—the value of the association to the agent, the company and the public. The value to the underwriter lies largely in the confidence created and the great source of strength to be found in the meetings and congresses. The elim-

agent of the Connecticut Mutual Life at Kansas City, won the W. T. Grant cup, for low net score. This cup will be played for annually until one man has won it three times. Pennington Bruce, Mutual Life of New York, won the low gross score prize, and a dozen other prizes were distributed. There were 40 life men in the tournament.

There were 79 underwriters at the dinner served in the club house after the contest, at which Charles J. Rockwell, dean of the life insurance school of Pittsburgh University, was the speaker. Mr. Rockwell urged the four heart-essentials of life insurance selling success, courage, enthusiasm, ambition and loyalty. He spoke rather to general agents, urging the necessity of injecting the emotional element into their development of new men, and old ones, which is quite as important, even more fundamental for success, compared with the inculcation of selling methods.

Decatur, Ill.—Seventy members of the Decatur association, their wives and guests, heard Mansur B. Oakes of the Insurance Research and Review Service of Indianapolis at the dinner meeting of the association Friday night. Although Mr. Oakes' talk was upon general themes, he drew lessons applicable to the life insurance field, particularly, and delivered an inspirational lecture.

Omaha, Neb.—The meeting of the Omaha association brought out an especially large attendance, there being 150 present. Walter Cluff, agency instructor for the Kansas City Life, was the speaker and made an especially fine address on "The Education of a Life Insurance Man." Mr. Cluff said the question of what constitutes the education of a life agent had never been answered. He said, "I can't answer it, I wish I could." He expressed the idea that the education of a life agent was a matter of daily improvement, and that he could not be educated by any set plan of smart sayings, cute stories or aphoristic phrases. He stressed especially the necessity of depending on judgment, rather than memory, as judgment is essential when one faces a crisis and one would be absolutely helpless in attempting to depend on memory.

Sioux Falls, S. D.—Approximately 50 members of the South Dakota association were on hand for the first meeting of the season last Saturday. The principal part of the program was the giving and answering of short, vital questions on life insurance sellings. John K. Cressey had charge of the program.

The association adopted a memorial to the late George R. Douthitt, and named P. A. De Lang of the Guardian Life as a member of the executive committee to fill the vacancy caused by Mr. Douthitt's death. J. H. Chapman of the Northwestern Mutual was named as Mr. Douthitt's successor on the good practices committee. Miss Lillian Myers was appointed assistant secretary. R. L. McCoy was named as chairman of the program committee for the next meeting.

Waterloo, Ia.—The Waterloo association opened its fall season last week at a luncheon meeting and elected officers for the year: F. G. Applequist, president; J. R. Bunyan and R. S. Dix, vice-presidents; W. T. Edwards, secretary-treasurer, and A. H. Peterson, national committeeman. The officers and J. E. Bragdon and A. E. Haswell comprise the board of directors. Monthly meetings will be held throughout the winter. A. H. Peterson is the retiring president.

Louisiana.—The Louisiana Association will hold its first meeting of the fall season Sept. 26. Under the plan recently announced by President Frank S. Whitten each monthly meeting will be in charge of a different company, the September meeting going to the Massachusetts Mutual Life. General Agent Walter R. Harriss and Manager H. L. Garie are working on an interesting program for this meeting and a large attendance is expected.

New England Women's.—An interesting account of the trip to the Pacific coast and the proceedings of the recent convention of the National Association of Life Underwriters at Los Angeles was given by Miss Anna S. Sturgis of the Mutual Life of New York before the New England Women's association at a meeting in Boston, Friday. In her talk she stressed the importance of the

approach in soliciting life insurance and the life income feature of policies. Mrs. A. M. F. Sherman, president of the association, presided.

Sioux City, Ia.—The Sioux City association at its opening meeting of the winter season decided to take part in the Community Chest drive this month as a unit, following an address by A. R. Gephart, executive secretary of the bureau of associated charities.

T. B. Hutton gave a report on the convention of the National Association of Life Underwriters at Los Angeles.

Philadelphia, Pa.—Under auspices of the Philadelphia association, the life insurance course at the central branch of the Philadelphia Y. M. C. A. was opened Tuesday evening with addresses by Paul Loder, new president of the association; E. J. Berlet, Guardian Life, publicity chairman; Frank L. Bettger, Fidelity Mutual, chairman of educational committee, and A. Paul Shale, Mutual Life of New York, instructor of the class. The keynote this year is "The equipment of the salesman and the qualities that win in selling life insurance."

The course will be divided into 16 lessons, conducted every Tuesday evening between 7:30 and 9:30, as follows: Life insurance salesmanship, the life underwriter, prospecting, insurance surveys, the pre-approach, the approach, technique of approach, managing the interview, methods of appeal, the sales talk, vari-

ous selling plans, meeting objections, the close, closing suggestions and service to policyholders.

Ottawa, Ont.—The first monthly meeting of the Ottawa association for the fall and winter was held last week. The gathering was presided over by B. H. Cole. G. H. Harris of Montreal was the guest and speaker of the evening. In his address on "Some Conceptions of Life Insurance," he spoke of the work the insurance men are doing from the angle of its benefits to humanity. He stressed the importance of the insurance agent having the highest ideal for his work, and in enlarging on the usefulness of insurance to the people of Canada said the money in the big insurance companies hands was behind the education of the country, its vast transportation systems, as well as all public service utilities.

The insurance man had every reason to be proud of his connection with a business that stood for so much that was in the front rank of the country's activities and prosperity. The romance of insurance was one of the most fascinating things he knew of.

Speaking of the competition between companies, Mr. Harris declared there should be none. The chief competition against which the insurance men had to contend was the sale of luxuries.

Lansing, Mich.—Several life insurance leaders in the nation have been invited

to address meetings of the Lansing Association during the coming year. It was stated at the first meeting of the association last week.

J. Arthur Pino, long prominent in association affairs, addressed the first fall meeting, exhorting the insurance men present to take pride in their profession, the "only business in the world which actually builds up assets into the future." "To educate the people of this community," said Mr. Pino, "to the fact that in every other walk of life assets are built up on things and actions of the past and only liabilities are built up into the future, while life insurance directly erects a protective wall of future assets, is the greatest task before this association."

Committee chairmen for the year were named as follows: Warren Byrum, program; E. R. Tausche, attendance; I. D. Wallington, publicity; Glenn S. Kies, entertainment.

St. Louis, Mo.—F. L. Moran, superintendent of agencies for the Metropolitan Life, was the principal speaker at the first regular monthly gathering of the 1924-25 season of the St. Louis association, Wednesday. Mr. Moran, who directs the efforts of more than 20,000 agents throughout the country, spoke on "Salesmanship."

Oklahoma City, Okla.—At the first meeting of the season, the Oklahoma association adopted the plans submitted by President C. C. Day, as outlined last

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Established 1899

HERBERT M. WOOLLEN
PRESIDENT

Why Young Men Should Become Insurance Agents

Seven Reasons for Life Insurance Career

LIFE INSURANCE is founded on the highest ideals.

It is capable of yielding a good income and the satisfaction of accomplishment.

It offers opportunities for real leadership.

It brings the insurance producer in close association with big business and big business men.

It requires education in business methods, law and finance.

It is a field for workers, not shirkers.

It is an alluring and practical calling for men of dynamic energy.

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week. The association went on record as endorsing the resolution passed at the national convention in regard to establishing a national insurance day, to be declared by proclamation of the president of the United States and the various governors. It will be the effort of the association to get the ministers to build their sermons on this day, around life insurance. The local association decided to submit the proposition to the ministerial alliance and arrange a date later, to interest the ministers of the city, at least.

Impressions of the delegates to the national meeting were given by George E. Lackey, Guy Owens, Edwin Starkey, Edgar Hill, Marmaduke Corbyn, C. F. Linder and J. B. Wachtel. It was the consensus that the 1924 convention was the most practical ever held.

"The Underwriters' Radio," a monthly publication issued by the organization, made its first appearance at the meeting. It is a bulletin issued to chronicle the activities of the association during the month and to announce future events and dates.

Minneapolis, Minn.—"The Fate of the Fifty-four" was the subject taken by Rev. Roy L. Smith, pastor of Simpson Methodist Episcopal Church, in his address before the meeting of the Minneapolis association last week. Rev. Mr. Smith spoke of the need for accumulation or saving, urging the adoption of every person of a strict program of money management, with a view to preventing old age discomfort. There were more than 200 members present for the meeting, which was the first gathering of the association for the season. President John A. Blond presided.

Peoria, Ill.—Sixty members of the Peoria association held their annual banquet Saturday night with Rev. C. B. Edmundson, Lake Forest, Ill., as the principal speaker. L. R. Tracy, chairman, introduced Rev. Edmundson and J. R. Martin, the local association president gave a review of its activities during the year.

PHOTOSTATS OF OFFICE MANAGEMENT ASSOCIATION (CONTINUED FROM PAGE 1)

nies in methods and even in home office cost.

STUDIED MECHANICAL DEVICES

Great interest was shown by the company men present in the arrangement and equipment of the Lincoln Life building. What struck everyone was its spaciousness. Naturally the company has built for the future, and at present every department has ample room. This is in marked contrast to conditions in many of the companies which have not yet built home offices, or which have outgrown those put up a few years ago.

The mechanical devices that save time and labor were also new to many or those attending. The addressing machine which, with its selector devices, prints notices of premiums that are falling due, and at the same time prints the official receipt and the name of the agency where the collections are to be made, as well as office records on the collection was watched with interest. The ditto machine, which from a single master card makes every possible record and index of a new policy, for both home office and agency, and without chance of error in any copy once the master card is correct, and all in a few seconds of time, was studied by many not yet familiar with it.

The Hollerith tabulating machine, familiar in principle to all company executives, is still far from universal use. Calculating machines, which give elaborate analyses merely from pressing keys, are still a novelty. Such machines are not confined in their use to the actuarial department. They are part of the ordinary accounting equipment. One of the features of the meeting was the discussion of their use in daily work.

ALL RECORDS FROM MASTER CARD

The use of mechanical devices has an important influence on the decision whether a record or practice is worth while or not. A method that is carried

out by hand may not be worth what it costs, but becomes desirable when machinery is employed. General agents can be relieved of much work when the home office is modernized from a mechanical standpoint.

The "ditto" machine for making all necessary records from a single master card typed in copying ink is one of the great labor-saving devices. Some care is required to arrange all cards so that the same information will fall in the same relative position. Information not needed may fall outside the small cards, or may be omitted by covering it when the information would fall in space needed for other purposes. The Lincoln National prints 11 separate cards and slips from the master card. Less time is required for all of them than would be taken to type a single small card, and the possibility of error is absolutely eliminated.

SECRETARY MEAD EXPOSED

In his talk at country club dinner given by the Lincoln National, Benjamin Wistar Morris, the architect, thus referred to Franklin B. Mead, secretary and actuary of the company:

"His qualifications as an actuary and life insurance executive require no proof: his horticultural fame extends through two continents; as a mixer, he is there; when Fort Wayne has ducked into every available doorway and there isn't a traffic cop brave enough to stick to his post, you may know that he is attempting to drive his automobile, while engaging in suave conversation with the occupants of the rear seat."

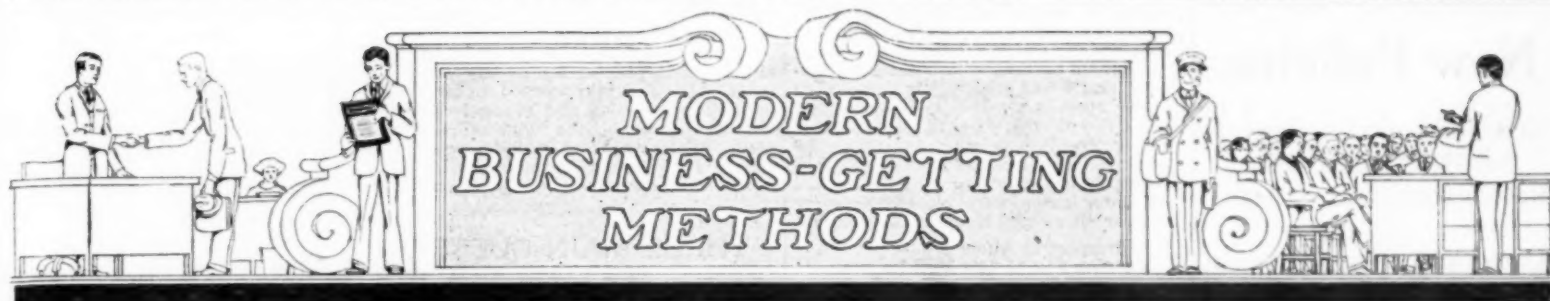
Early Retirement Opens Field for Life Agents

THERE is a vast field for life insurance agents opened through realization that "old age" begins earlier now than formerly. Men do not wait now until they reach the wheel chair period but look forward to retiring early enough to enjoy life. The idea in most men's minds now is to plan their lives so that they can spend a large portion of their last years in comparative ease and comfort.

Edward Bok gave this idea a big boost in his autobiography. He said that a man should get his things so shaped that he may retire at a comparatively early age from his business and devote himself to some hobby which has for its purpose the betterment of the community or nation. But whether one wishes to retire for this purpose, or just wants to spend his last years playing golf, life insurance is the solution of the problem.

Voluntary or forced retirement usually begins at age 60 or 65 allowing 20 or 30 years frequently of so-called "old age." To accumulate a retirement fund during his productive years, no man can find any other method equal to life insurance. Most people have tremendous confidence in their own ability to invest their money. No matter how meager their experience, and no matter how often they see others failing at this very difficult job, they think they are the exception, and that they would not have acted so foolishly or displayed such poor judgment as their friends who lost. This is just the old gambling instinct coming to the surface but tricked out in the disguise of superior wisdom and better judgment.

It is astonishing to learn what one dollar a year saved and invested at compound interest will amount to in twenty or thirty years. This is just what is happening to the dollars which men invest in the reserve of their life insurance policy, and that is one reason why almost every old man who is receiving the benefit of his life insurance savings says, "The only thing I regret now is the fact that I didn't save more in this way." Life insurance is the surest way to provide a retirement fund.



Proper Preparation of a Life Insurance Case for Presentation to Prospect and the Company is Essential Part of Sale

By CARLTON M. VAIL.
Penn Mutual Life, Chicago

THE preparation of life insurance cases naturally divides itself into two heads: (1) Preparation of the case for presentation to the prospect. (2) Preparation of the case for presentation to the company.

I have always found that a careful preliminary investigation increases the probability of success. While I have not kept an accurate account of my own cases, I am under the impression that fully 75 per cent of the cases that have been well prepared are successfully and promptly closed. Cold canvassing is, of course, desirable occasionally, if only from the standpoint of mental discipline, but the same efforts will bring far greater success if scientifically employed.

Investigation to Determine Insurability of Prospect

In preparing the case for presentation to the applicant, I always try to make a preliminary investigation to determine the insurability of the prospect from the

standpoint of medical, moral and financial history. It is a waste of time, as well as a great disappointment, to exhaust your efforts in interesting a man who cannot qualify after he is interested.

I try to find out the name of his family doctor and whether or not the prospective applicant has had any severe illness recently and has had to leave the city on account of ill health. I endeavor to learn whether or not there is any moral hazard in the risk, so as to avoid a possible rejection on account of the commercial agency report. Then I discuss with several of his friends and competitors the position that he occupies in his particular business world, so as to determine the amount and kind of insurance that should be presented to him.

Many Details Needed If Personal Insurance Case

If the preliminary investigation determines the fact that the applicant needs personal rather than business in-

surance, I then endeavor to find out all the details relative to his family—the number of children, their age, sex and characteristics. It is then possible to make a specific recommendation so that the need of protection is immediately apparent to him.

I have in mind a case I closed recently of a man who was almost a stranger to me but whose personal history I knew very well. At the beginning of my interview he tossed over to me a very ornate proposition from an agent of a rival company with the remark, "Here's an example of wasted effort." This pamphlet was bound in leather, had his name printed on the cover in gold letters, containing four pages beautifully underscored in red ink, describing and illustrating the advantages of a continuous monthly income policy for his wife—and this man was a bachelor.

Get Financial Data for Business Insurance

If the investigation shows that the need is for business rather than personal protection, I find out the names of the partners, if a co-partnership, or his associates, if a corporation; his bank and, if possible, the particular official in the bank with whom he deals; also the names of the principal stockholders.

I also try to learn whether or not there is an outstanding bond issue; and,

if so, if a sinking fund is being accumulated against its maturity. This can often be covered by an endowment contract.

A small hospital was recently contemplating an issue of \$100,000 bonds in connection with its building program. I suggested that ten \$10,000 twenty-year endowment policies be issued and written to assure maturity simultaneously with the bonds. Of course, in case of the death of any of the persons insured there would be earlier maturity and, consequently, a more rapid retirement of the bond issue.

Give Concrete Proposition Rather Than General Statement

I have always found it advisable, wherever possible, to secure the attention of prospective clients through a definite concrete proposition rather than a general statement as to the benefit of insurance.

I had been negotiating with three old clients for some time, suggesting an increase in their insurance. They needed the insurance, they could afford it and they were even slightly interested, but I could not prevail upon them to be examined. It so happened that I had an opportunity to go east, so I took up the three cases with the medical director at the home office. These were all normal cases and in each instance permission to

Story of the INTER-SOUTHERN LIFE

THE SALESMAN

Seventy-five per cent to ninety per cent of every business, depends upon selling. There is no greater fallacy in the use of language than "Goods well bought are half sold."

Farmers grow enough, but they are not trained salesmen. They market at the wrong time; let the perishable crop decay; feed stock that are not susceptible of further growth. This is poor salesmanship. Most any person who thinks he is a genius can make an article of commerce. Manufacturing is easy. You can employ the skilled labor to make things. It is selling that puzzles the brain. Every manufacturing establishment that has ever failed will analyze seventy-five per cent to ninety

per cent bad selling ability. SALESMEN ARE THE SALT OF THE EARTH.

We know more poor silly things who think they are executives, financiers, great producers, scientific manufacturers and inventive geniuses than Coxey had in his army. The whole compoodle are not worth a good day's washing unless their vaunted products and theories are sold. But we despise the expression "We are sold on you." That's a bitter pill for a gentleman to swallow. You had as well call us "clever" and insult us outright. Like "schemes," "clever" was a good word to take literally until it was given so many meanings. The great profession of salesmanship—dignified, courteous, quiet, unostentatious and unafraid—is, in our humble opinion, THE HIGHEST ORDER OF ART.

STATEMENT OF PROGRESS

Jan. 1	Total Admitted Assets	Insurance in Force	Reserve and Surplus to Policyholders
1911	\$ 326,508.78	\$ 3,182,597.00	\$ 271,952.37
1914	1,719,228.64	15,088,585.00	930,680.98
1916	4,506,612.89	36,260,222.00	4,396,139.55
1918	4,664,170.30	37,000,000.00	4,542,698.10
1919	4,820,779.76	37,800,000.00	4,803,670.12
1920	5,494,297.54	45,569,851.00	5,386,694.08
1921	6,143,069.31	57,901,271.00	6,045,958.52
1922	6,873,447.45	59,204,201.00	6,773,280.06
1923	7,371,274.27	62,591,398.00	7,332,928.21
1924	10,464,497.66	88,502,568.00	10,391,747.71
1924 (Aug.)	11,100,000.00	93,500,000.00	10,820,000.00



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submit a formal application for additional insurance was quickly given. On my return to Chicago I called on each of these three persons with a definite statement that I had gone to the home office of the company, taken up his case personally with the medical director and had received permission to submit an application for a \$50,000 policy. I consequently urged immediate examination. All three cases were closed the same day for an amount in excess of \$100,000.

Get Prospect to Allow Examination of His Policies

Having once secured the attention of the prospect, I try to prevail upon him to let me examine his life insurance policies. They may have been accumulated under conditions entirely different from the present and under circumstances that no longer exist.

I rarely, if ever, advise the surrender of a life insurance contract. It is however, possible that the man may have insurance which, in justice to himself, upon satisfactory re-examination, can be changed in form or plan in the same company at the original date of issue.

Not long ago, I found a man 62 years old who carried only one \$25,000 twenty-year endowment policy which would mature at age 66. At that time he might be uninsurable. Unquestionably, the rate for new insurance would be exceedingly high. When the suggestion was made that he change his endowment policy to a \$25,000 ordinary life contract as of the original date of issue and receive the difference in reserve in cash and use the interest on the investment to buy more new insurance, he immediately followed the suggestion.

There is absolutely no question but that service was given to this man, as at age 66 he would have been compelled to accept cash under the endowment policy and would have been left without further insurance protection, which he needed for payment of inheritance and estate taxes.

Gets Original Company to Rewrite Policies

This last month I found a man who carried a \$15,000 ordinary life nonparticipating policy, issued 19 years ago by a purely mutual company. The net participating rate in the same company today was much lower than the rate he was paying under his non-participating policy. By having the man reexamined and presenting the case to the original company with an application for additional insurance, this company readily agreed to rewrite the old non-participating policy on a participating form.

In a number of cases, policyholders for whom I had placed insurance 10 or 15 years ago on the 20 year endowment and 20 payment life plans, who now need additional protection but whose insurance budget is not large enough to permit further expenditure for new insurance, have been interested and sold on the basis of changing their endowment and 20 payment life to ordinary life contracts as of the original date of issue.

Unfortunately, cases of this character, unless changed, are often prey for the twister. Where policies are rewritten in the same company, not only is the old insurance saved but additional protection is often secured.

Cases That Justify Limited Payment Forms

I have not the slightest hesitancy in selling limited payment life insurance in cases where there is an investment as well as a protection element to be covered and in cases where there is wealth enough to justify the expenditure of a higher premium.

In presenting my insurance proposition. I always avoid criticising my competing company by name. I spend the time allotted to me in an interview to selling the idea of protection, the benefits of creating an insurance estate and the safety and integrity of my company.

You can always get your own strong points home to better advantage by emphasizing the strength of your own

company rather than by calling attention to the weakness of some other.

In preparing cases for the company I always endeavor, so far as my knowledge of the case is concerned, to furnish with the application and medical report all the information the home office can need. If the applicant is under or over weight I try to obtain statements from other members of the family as to the

weight and physical characteristics of the applicants relatives. If there is some weakness in the personal history of the applicant, I try to get evidence giving a full history of the trouble.

There is more in insurance than the mere carrying of a rate book or collection of a commission. There is opportunity to do good for humanity that you cannot measure in dollars and cents.

THREE MAIN QUESTIONS: CAN HE BUY? WILL HE BUY? WHY WILL HE BUY IT?

DR. R. P. SHEPHERD of Chicago addressed the September meeting of the Cleveland Life Underwriters on "Keeping Step." His talk pointed the way to service from the buyer's viewpoint.

"Life insurance," he said, "guarantees the hopes for which men live and struggle and work. Life insurance salesmen have made a great moral contribution to our civilization, teaching people the obligations of thrift and personal responsibility in a more practical way than the whole army of teachers and preachers.

Has He Any Money

"I doubt if so many agents would get discouraged and quit if we would tell them that there are three things to find out before ever you try to talk business with any man: First, can he buy? If he hasn't any money find out about it before you work hard to sell him to the idea.

"Second, will he buy? Does he follow his own judgment? When a man tells you he is going to talk it over with his wife, pat him on the shoulder and tell him you are married, too, and appreciate what he means; then ask him what he is going to do when he talks it over with her, if he is going to ask her what to do, or tell her what he has done; that if he is going to ask her, won't he please let you do the asking. When a man wants to buy something his wife's job is to say, 'No.' What does a man have a wife for but to prevent anybody else from spending any of his money?

See That He Talks to Right Man

"Will he buy? Will he follow his own judgment? If he has to talk it over with his banker first, you see that he talks to the right banker. If he is going to talk it over with a lawyer, find out who that lawyer is and sell it to the lawyer.

Runs Term Conversion Campaign

The Connecticut General is making a special drive for term conversions this month and has circularized a large number of its term policyholders with a letter setting out the benefits of the savings feature of life and endowment policies. One agent who has this year converted to permanent forms nearly half a million of term insurance reports that none of his unconverted term business is over five years old and that his clients in general prefer to convert their insurance in instalments, year by year, instead of waiting until the conversion period expires. By following the instalment plan they get the advantage, for part of their insurance, of the lower premium charged at the younger age.

Northern Life's New Directors

The Northern Life of Canada has added to the board of directors Col. MacGregor and M. G. Campbell of Windsor. As the Northern already has a large volume of business in that district the recent appointments to the board will greatly strengthen its organization and be of substantial benefit to the company.

Matt P. Diamond

Matt P. Diamond has been appointed general agent for the Montana Life at Billings, Mont. Mr. Diamond has been an agent for the Kansas City Life at Billings, and prior to that was cashier

"Third, why will he buy it? No man has a right to try to sell a man anything until he has discovered by indirect information or direct questioning, what are the usual motives that lead him in his life conduct.

"I know men whose hearts close up when you talk to them about protecting their wives; their pocketbooks are stone dead and you could not sell them anything. But if you say 'Look here, man, here is a place where you can put your money and not even your wife can get it,' they will say, 'For the Lord's sake, lead us to it.'

Work Always to Action

"Sales engineering is the handling of forces in a definite field to achieve definite results. A salesman's work is always to action. In that the salesman differs from the teacher, who is content to import knowledge and let knowledge do its perfect work. The salesman says, 'Do you see it?' 'Yes.' 'Well, come on let's do it!'

"Paint a clear picture of your prospect's needs—paint it, don't daub it all up—and don't be long about painting it, either.

Show Mutual Interest

"Don't ever try to put over the lie that one man put to me this week—that I can't succeed unless I tell folks that I am getting nothing out of it. Tell them it's to your mutual interests. Is there any reason why you and I cannot do business together, and both of us profit by the doing? The deepest, the most lasting friendships men form are not the social friendships, but the friends based on mutual profit in commercial relations.

"I tingle with anticipation of what will be done with the new world we are turning over to the boys and girls just coming on—100 percent security...."

of the Stockman's National Bank at Columbus. In his previous connections, he has built a large clientele throughout the agricultural district which will be of value in his new connection.

Holzman Back From Europe

Alfred Holzman, manager of the Burnham building agency of the Equitable Life of New York in Chicago, has returned to his desk, after an absence of several weeks spent in touring Europe. Mr. Holzman is greatly refreshed from his vacation and is working out plans for a record-breaking year.

Life Notes

R. A. Trubey, state manager of the Guardian Life, Fargo, N. D., spoke cheerfully on his Yellowstone trip before members of the Stephen S. Lyon club of the First Presbyterian church at Fargo.

Joseph W. Hundley, veteran life salesman of Richmond, representing the Northwestern Mutual for many years, and Mrs. Martha F. Cooke of Newport News were married recently in San Diego, Cal.

C. B. Stumes and A. A. Loeb of the Bokum & Dingle general agency of the Massachusetts Mutual in Chicago made a joint production of \$370,000 in August. N. H. Bokum, one of the general agents, produced \$121,750 during the month.

It is no coincidence that certain men in every agency seem to have all the breaks in the luck—they have prepared themselves to take advantage of every opportunity.



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"Kindly accept my thanks for the Little Gem Life Chart. I beg to advise that my agency has been using this publication for a number of years. We could hardly get along without the Little Gem and wish it continued success, throughout the coming years."

(Signed) JOHN MOYLER,
General Agent, Provident Mutual,
Richmond, Va.

"I find that the Unique Manual Digest is so much more complete than other publications of its kind. I congratulate you on the nice way in which you have gotten up this year's edition."

(Signed) PAUL P. CAMERON
Agency Director, New York Life Ins. Co.
Knoxville, Tenn.

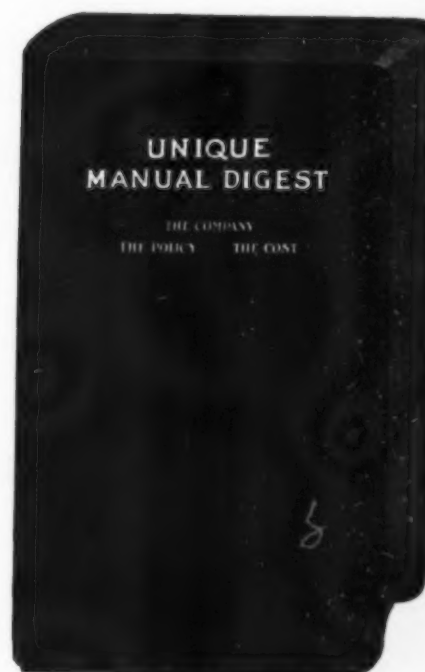
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We can't all be Lincolns. But carry this thought with you. The individual or the organization that would become and remain great is the one that will aspire to great service without thought of self. By such sacrifice is history made, and success assured.

The Central Life is proud of its service ideas. It has proven trustworthy in the past; it will go forward fearlessly into the future. Its many agents are loyal to the core. They get service first. And they believe in service first to their clients. Of such stuff is lasting greatness.

The Central Life Insurance Company of Illinois

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